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JUNE 1956



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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 34 - NO. 6 - JUNE, 1956

L. M. BINGHAM, Editor

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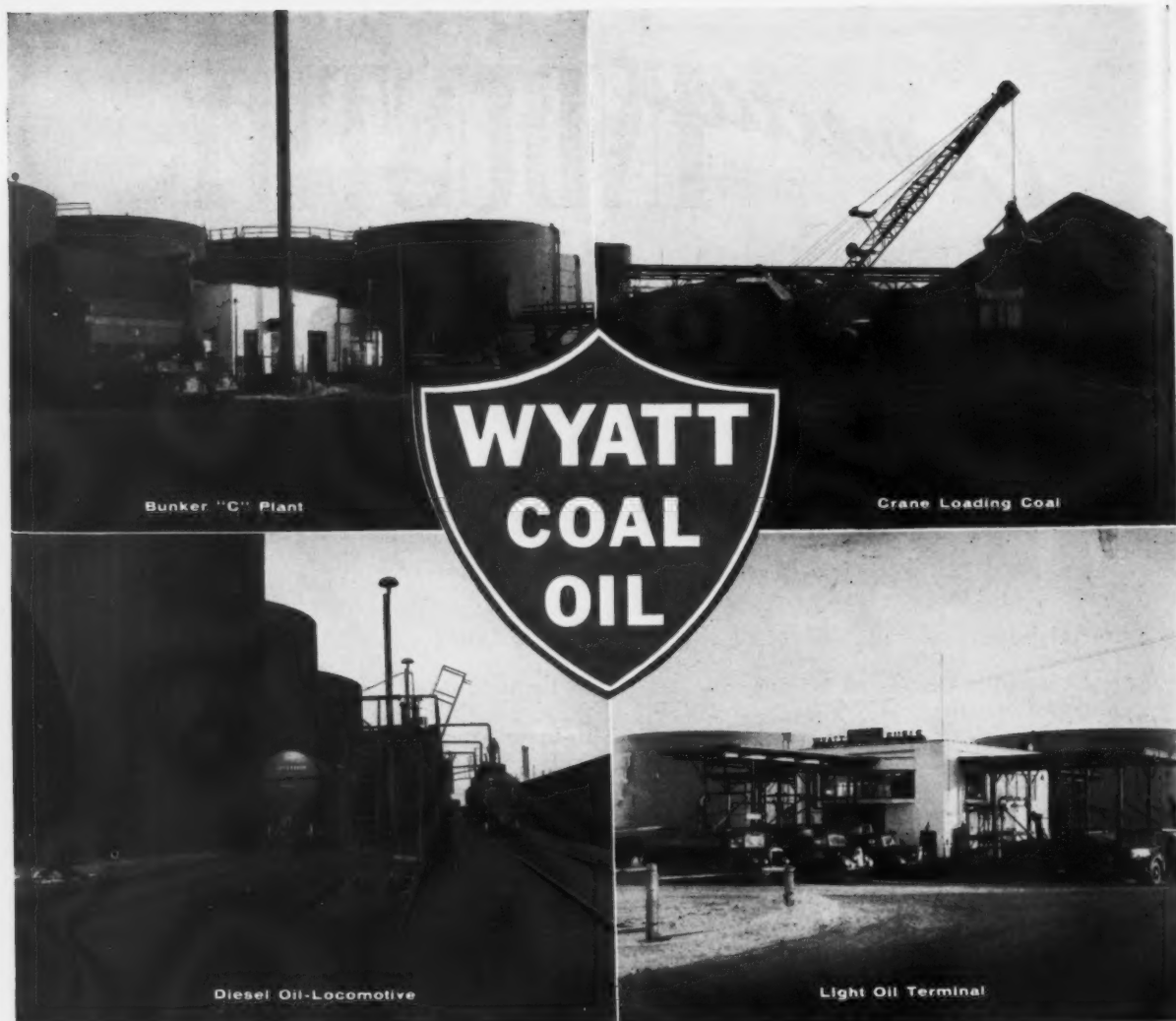
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Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 928 Farmington Avenue, West Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription rates: one year \$2.50; 25¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.



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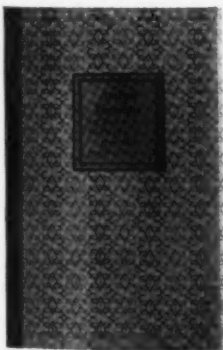
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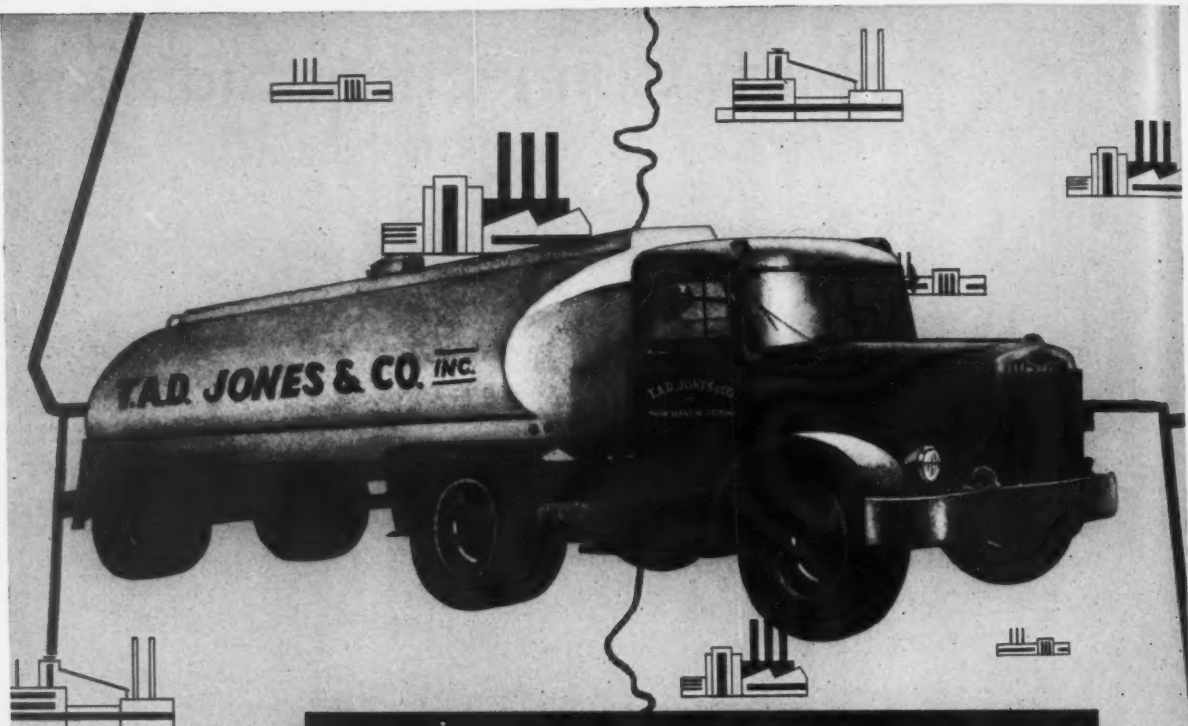
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The Union Shop And Union Security

By ALBERT E. DIEM, Vice President*

Dictaphone Corporation, Bridgeport

THERE is a common belief today among many well-meaning and well-intentioned people that the security of organized labor depends largely, if not wholly, on the inclusion of classes providing for the "Union Shop" in labor-management contracts. It is argued, in substance, that if those eligible for union membership are not compelled to join, they then are free to destroy their union, unintentionally or otherwise, by the withholding or withdrawal of individual memberships. It is further argued that since non-members eligible for membership are entitled by law to representation with their employer by the union, human nature being what it is, those eligible may feel there is nothing to be gained by their joining and paying dues to the union, thus making the union ineffective for lack of financial support.

To reason in this manner is analogous to arguing that any of our deserving social, political, economic, fraternal or even religious organizations could die for lack of members. For this reason people ought to be compelled to join them.

While it is obviously true that organizations can be kept alive and strong only by an active membership, no responsible person would espouse membership compulsion for this purpose.

Making membership mandatory in any organization serves only to breed irresponsible leadership and an enterprise lacking in constructive objective. It builds concentration of power in the hands of a few, the very thing unions claim to be against.

An organization to be worthy of its existence, benefits not only its active members, but somehow in some way it benefits society as a whole. If people are forced by decree, private or governmental, to join an organization and pay what then would be tribute—not dues, where then is the incentive for that organization to conduct itself in such a manner to make it worthwhile and of real service to the very people who created and became its members? Again, compulsory membership creates a leadership irresponsible and insensitive to the needs and welfare of its members and, therefore, makes for insecurity—not security.

If a business cannot convince enough of the public to buy its product on a voluntary basis either the product has no place in the scheme of life, or it lacks in design and quality, or its price is too high compared to the benefit or

advantage it offers people. Or, perhaps the marketing program is not adequate. It may be that the fault lies in a combination of all these things. In any event, the enterprise goes out of business as it should. It doesn't deserve to live. No right-thinking person would compel the public to buy a product or a service simply to take care of the stockholders.

It is equally fundamental and essential in the interest of good and lasting organized labor that a union "sell" eligible people on the merits of membership leaving them to decide on a voluntary basis whether or not the benefits are worth membership. And membership should be a privilege which costs time and effort as well as money. Individuals ought to be persuaded by logic, fact, and exemplary deed that the services and benefits which the union has to offer make it worthwhile to join the ranks of membership.

Freedom of Choice is part of the very foundation of our country. It is a principle on which no individual in this country of ours should compromise. For it is but a short step from requiring membership in a particular union as a condition of employment to making membership in a political, religious, or some other organization a condition of continuing employment.

Now this is not to say that identification with groups such as religious, political, social or fraternal organizations is not important. Such identification is more than important; it is essential. Everyone should, above all else, be an active participant in one of our great established religions. So, too, ought everyone belong to and take an active part in one or more of our many other worthwhile organizations.

This does not, however, alter the fact that it is contrary to the concepts of our society for the management of a company and a union to require individuals to belong to any organization, be it union or other, as a condition of continued employment. If we continue to make compulsory or mandatory those matters which are ours as God-given rights to decide for ourselves on a voluntary basis, slavery will ultimately prevail. Make no mistake about it!

The great advances which have been made in all areas of life in this country of ours have come to us through the efforts of a free self-disciplined people. Our economic life is no exception.

Organized labor has a great future if it will devote itself to the task of making itself responsive to the needs and welfare of people. This cannot be done fully or even adequately unless the matter of membership is left to the individual to decide for himself, without compulsion or coercion.

The "Union Shop" will not provide "Union Security". It will, given time and enough headway, lead to governmental regulation depriving those Unions that espouse it, the freedom they now enjoy.

*Mr. Diem, author of this month's guest editorial, began his business career at the General Electric Company after graduating from its Apprentice School of Business Training at Schenectady in 1931 and the College of Business Administration, Pennsylvania State College, in 1935. He has been associated with Dictaphone Corporation since 1937 as assistant controller, manager of purchases, manager of manufacturing, and since 1952 as vice president responsible for manufacturing. A few of the posts he now holds are: Member and past president, University Club of Bridgeport, director and chairman of educational committee, Bridgeport Chamber of Commerce; member executive board, Bridgeport Manufacturers Association; member and past chairman, Board of Education, Easton, Conn.; board member and past president, Bridgeport Council for Inter-Church Cooperation.



THIS SLOPING TURNTABLE is used to display cars in the Ford Motor Company's rotunda, Dearborn, Michigan.



HERE A twenty-two foot diameter turntable is used in connection with drive-in banking.

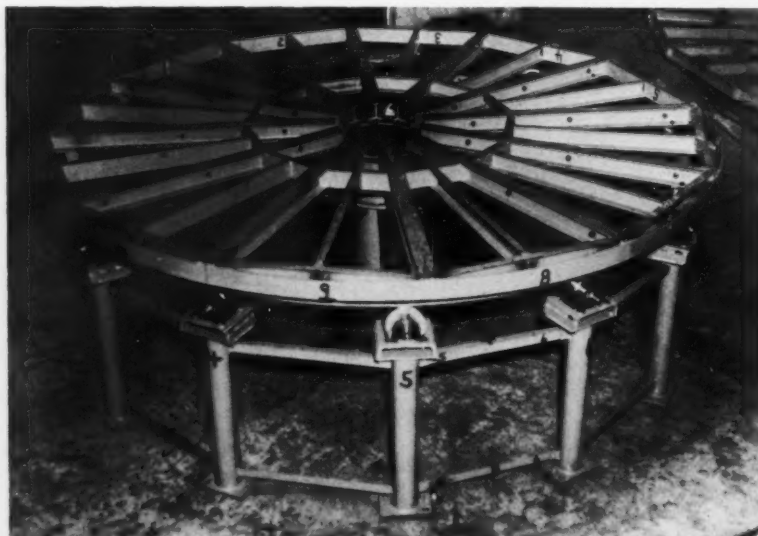
Going Around In Circles At Macton Machinery Company

IT WAS during World War I that a boy who lived in San Jose, Costa Rica in Central America watched his grandfather at work. In so doing he learned many things about the practical side of engineering. His grandfather had been a millwright in Glasgow, Scotland and many years before had travelled to Costa Rica to assist in building the railroad which was at that time being cut through the mountains up to the 4,000 foot high plateau on which San Jose was built. The boy dreamed of becoming an engineer, of building bridges, railroads and roads. During this period of early adolescence he had his own workshop where miniature furniture was made for sale to friends and relatives. Following World War I, the boy was taken to England for a high school education from which he graduated in 1925. Subsequently, he graduated from the University of London in Civil Engineering and spent the following four years obtaining a diversified experience with various British concerns.

This is the early history of D. Bruce Johnston, now President of Macton Machinery Company of Stamford, Conn. It was by a stroke of good fortune that he came to the United States in 1933, by obtaining a Robert Blair Fellowship in the amount of \$2,500.00. Two of such Fellowships are awarded annually by

the London County Council for study of some technical subject abroad. Their primary purpose is to engender a better understanding between Britain and a foreign country. Mr. Johnston decided to study electric welding particularly in its application to structural steel and since the United States had made great advances in this field, he elected to spend the following year in this country. After spending more than a

year touring the United States and Canada and visiting many colleges and industrial plants engaged in various phases of electric welding, Mr. Johnston obtained employment with Lukens Steel Company of Coatesville, Penna., where he spent the next 10½ years in various capacities. It was during this period of employment that Mr. Johnston obtained a solid background of experience in design, mechanical engi-

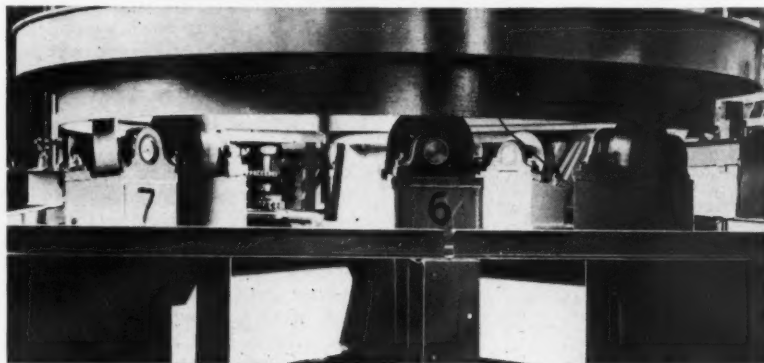


IN THE MAKING is a ten-foot diameter industrial turntable which will stand three feet high.



HAMMOND ORGAN mounted on this turntable which rotates in center of bar at one revolution in six minutes.

MACTON produced this nine foot industrial turntable of 30 tons capacity for the Atomic Energy Commission.



neering and fabrication. He was also fortunate enough to obtain a considerable amount of practical experience.

Immediately after World War II, he entered into partnership with a fellow worker and started an engineering design business in New York City. During the course of this business, it was decided to establish the Macton Machinery Company for the purpose of fabricating special machinery designed by the original engineering partnership. Shortly afterwards, it became evident that the engineering business was being affected by a clash of personalities. In the early part of 1948, the partnership was dissolved and Mr. Johnston acquired complete control of the Macton organization.

Macton Machinery Company's first plant was in Port Chester, New York, where half of a building was rented. It was at this time that a portable automobile display turntable was de-

signed and fabricated. In an effort to keep going, the Company accepted orders for building mechanical devices

AN AERIAL VIEW of the Marine Theatre at Jones Beach State Park shows a 76 foot stage turntable.



FOURTEEN FOOT diameter turntable rotating clockwise with six twelve inch diameter turntables superimposed on the larger unit and rotating counter-clockwise.

and special machinery of all types. Among these was a stainless steel conveyor used in high production bakeries.

For reasons which are not clear even to the founder, it appeared that there was considerable application for turntables in various fields and it was for this reason that a unit was developed for displaying refrigerators, ranges, and many other products. At a later date, a 12" diameter turntable was developed which has since been carried as a standard "off-the-shelf" item. As a matter of interest, it should be mentioned that as each unit was developed, the publication BUSINESS WEEK publicized it with a news item in its "New Products" section. There is no doubt that the flood of inquiries resulting from this publicity was instrumental in lay-



AN AUTOMOBILE DISPLAY at Grand Central Terminal in New York is built around a Macton turntable.



FOUNDRY TURNTABLE for rotating molds in front of electric furnace. When furnace is empty, turntable can be rolled to another location.

ing the groundwork for the success of Macton Machinery Company. It was at this time that Mr. Johnston's wife, K. Alison Johnston, joined the Company on a full-time basis as Secretary-Treasurer. The success of the Company can be undoubtedly attributed to her perseverance and patience through the trials and tribulations of the early days.

The use of turntables gradually extended into different fields, but the turning point in the fortunes of the Macton Machinery Company did not occur until it obtained the order for the 76' diameter turntable which was subsequently installed at the Marine Stadium at Jones Beach, L. I., N. Y., for the Jones Beach State Park Com-

mission. The contract for this turntable also included four elevating diving platforms, three disappearing microphones and a 90' long trough of disappearing footlights. All of this equipment was designed and built by Macton Machinery Company while still at Port Chester. The volume of business increased to such a point that in January of 1954, the Company found it necessary to move to larger quarters in Stamford, Conn., where the Company now occupies a total space of 10,000 square feet, of which 6,000 feet is for office space and manufacturing, and 4,000 feet for outside storage of raw material and finished products. Turntables are made in four general cate-

gories: (1) Display (2) Entertainment (3) Parking (4) Industrial.

Display Applications

The display field is covered partially by the three stock models previously mentioned, namely, the 12" diameter unit Model 200 for smaller display, the 4' diameter unit Model 1000 for the display of heavier appliances, machinery, etc., and the portable automobile turntable Model 5000. However, these are known as "bread and butter" items inasmuch as they require no additional engineering and can be manufactured for stock when the shop facilities are not otherwise occupied. This, however, is by no means the extent of the display field as many special units can be designed and built of a very elaborate and complex nature. Many of the automobiles shown on TV programs are rotated on MACTON turntables. One of the most interesting of these was the turntable used for displaying an automobile located in Grand Central in the early part of the year and is currently at the Pennsylvania Station in New York City. Heavy duty display turntables have also been made for such companies as Allis-Chalmers for displaying a 20,000 lb. tractor and the Cincinnati Milling Machine Co. for displaying a 15,000 lb. miller. Another application of special interest is a turntable 31' outside diameter by 11' inside diameter, located in an automobile showroom on Park Avenue, New York City. It takes four cars and rotates around a building column. The entire showroom was designed by the well-known architect, Frank Lloyd Wright, who called for a MACTON turntable in the specification drawings.

Entertainment

In the entertainment field, undoubtedly the installation of the 76' diameter turntable at Jones Beach was the one which has given Macton Machinery Company the greatest prestige. Many other turntables for use in this field were built, among which was a 20' diameter turntable installed in the Desert Inn in Las Vegas, Nevada. The feature of particular interest in this unit is that the wooden dance floor can be removed to expose a revolving ice skating rink. The Company has also designed and built a number of special units for TV Stations. This is becoming a very important phase of its business. A very interesting

(Continued on page 48)

The Alfred B. King Company's War On Corrosion

DEVINE Street, North Haven, bustles with even-more-than-usual activity these days. There, at the headquarters of The Alfred B. King Company, plans are now in operation to curb drastically the inroads of a dangerous industrial enemy.

The enemy is corrosion. Each year it costs Connecticut industry a great many thousands of dollars . . . cutting the service life of valuable equipment, lowering the efficiency of production operations, eating away at the profit-and-loss statement.

How The Alfred B. King Company plans to shackle this formidable foe can be summed up in one word: Plastisols. Just eight years ago, Plastisols were introduced as an economical low-cost coating for electroplating needs. Their sensational success soon led to their application to an almost limitless range of metal products, with equally gratifying results.

J. P. King, Vice President of the Company, watched the Plastisol record with intense interest. After thorough research, he was convinced that here



ALFRED B. KING



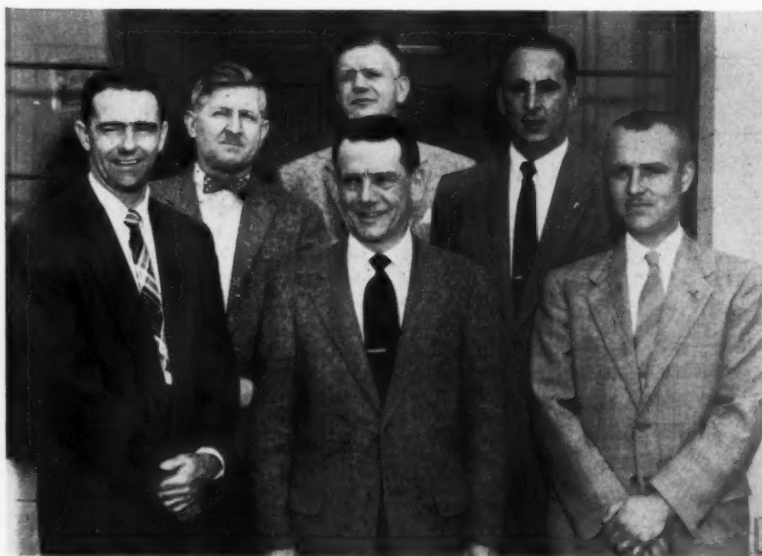
J. P. KING

was the answer to one of Connecticut industry's major needs. A number of the firm's engineers were promptly assigned for intensive schooling in Plastisol coatings. With the cooperation of the Electroplating and Coatings Di-

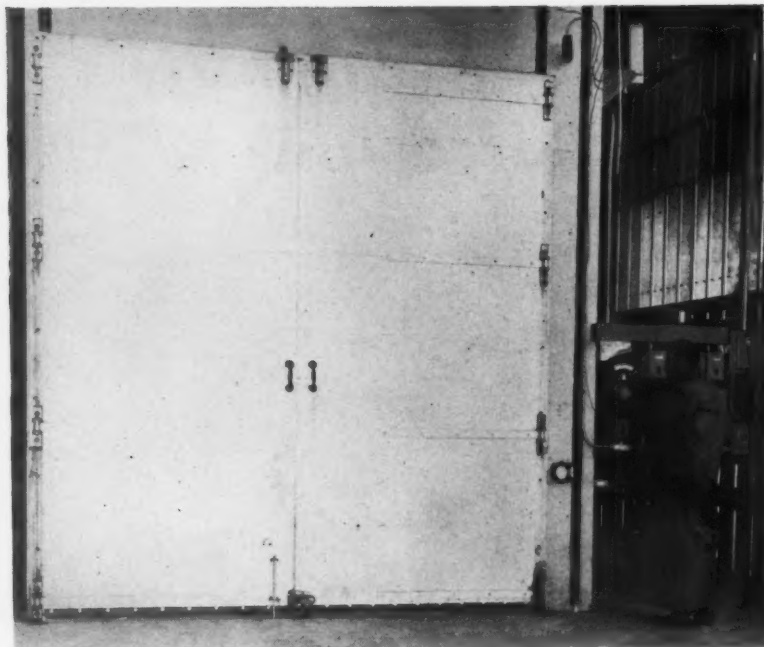
vision of Metal & Thermit Corporation, they developed the considerable experience in Plastisol application that is necessary for top results. Simultaneously, the company was making a very substantial investment in the giant ovens and other equipment that would be required.

The expenditure of all this effort is now bearing fruit—for the Company recently commenced full scale work in Plastisol application.

Connecticut firms who call on the Alfred B. King Company for Plastisol coating will not, in many instances, be calling on strangers. For the King Company, founded in 1925, has built a state-wide reputation as specialists in materials handling and fabrication problems. One interesting statistic points this fact up sharply. Since 1925 the firm has installed more than 315,000 feet of Cleveland Tramrail. Other Company activities encompass the installation of woven wire slings, conveyors, power belts, and allied equipment. Still another King Division concerns itself with the sale and erection of Butler Steel Buildings—nationally known for providing low-cost, permanent housing for industry that can be constructed in days instead of weeks.



THE KING SALES AND ENGINEERING TEAM. First row, left to right, R. J. McSherry, G. E. Hastings, L. A. Partan. Second row, left to right, G. E. Mulligan, J. A. Mitchell, L. A. Carloni.



WORKMAN Richard A. Lowe carefully regulates heat in tremendous oven as plastisol-sprayed tank "cooks" to harden coating to dense mold.

The man most responsible for building the firm's complex activities is Alfred B. King, who, as President, today continues overall direction of operations. Key members of the King "team" besides Vice President and General Manager J. P. King, who is guiding the company's entry into Plastisol coating, are: Lawrence E. Partan and Robert McSherry of the Butler Building Division; Gordon Hastings and George Mulligan of the Cleveland Tramrail Division; and Louis Carloni and John Mitchell, responsible for the Fabrication Division's work.

The King organizational set-up, designed for versatility, permits focusing a full quota of engineering and production skill on any problem, no matter how unusual, that presents itself. That's why, for example, the Company's debut in Plastisol Coating, currently rating high priority in the minds of King executives, was able to receive such thorough preparation.

Just what Connecticut industry can expect from King-applied Plastisol coatings is indicated by some results already achieved by the use of these coatings. A large automotive plant, by way of illustration, was experiencing excessive maintenance costs on rubber-coated degreasing baskets. After switching to Plastisols, there was no coating

damage whatsoever after three years of heavy production work.

Similarly, another firm reported highly satisfactory performance from plastisol-coated, half-ton cast iron strainer bodies, formerly made of stainless steel. A chemical processor, plagued with maintenance of bleach-reduction chambers, ordered plastisols applied—and found himself getting four times



PLASTISOL-COATED tank is removed from giant oven after prolonged "cooking" in 375° F. temperature.

more service, before maintenance, than he had ever been able to obtain previously from special alloy metals. Nor are these happy results by any means isolated. The list of uses to which Plastisol coatings have been applied with success has already reached substantial proportions, and is still growing. A quick run-through on some of these uses highlights a remarkable versatility: Drain boards; tote trays; buttons; work racks; hand tools; dish drainer baskets; dip baskets; electrical insulation; pipe lining; safety pins; ventilating systems; interiors of filters and pumps; business machines; flashlight cases; gaskets; shock pads; plugs; tubular furniture; storage tanks; and permanent caulking of metal joints in automobile bodies.

Just how Plastisol Coatings achieve their tremendous resistance to the more potent chemicals used in industry, as well as aqueous solutions, goes straight to the fact that they are vinyl-based with a 100% solids content. Upon baking, the Plastisol forms a dense, flexible, extremely tough, slick-surfaced, thick mold that is able to withstand such highly-corrosive agents as alkalis, hydrochloric acid and even sulphuric acid.

A natural question that will arise with companies contemplating the use of Plastisol Coatings is this—"In view of the job these coatings do, aren't the costs of application likely to be high?" Surprisingly enough, the answer is no. Mr. J. P. King puts it this way: "We are geared up to apply Plastisol Coatings at an extremely low cost, when measured against the way they will prolong the life of expensive equipment and cut replacement costs to a minimum. More than this, we have set up coating operations so that we are now able to pick up the equipment to be coated, work on it here in our plant, and deliver it fully coated and ready for the most rigorous kind of service. Here's an important point, too: the range of the process permits coatings as thick as 3/16 inches or as thin as 3 mils. And just to top it all off, the manufacturer who turns to Plastisol Coatings will find his equipment, upon return to his plant, will have acquired new sound deadening and electrical insulation properties. It will be flexible, shock and abrasion resistant and it won't chip or crack."

Every resource of The Alfred B. King Company has been called into play to help Connecticut industry cut corrosion ravages to a gratifyingly low point.



BRIDGEPORT'S MAYOR, Jasper McLevy, awards a trophy to the winning drum major in the Parade of Champions during a Barnum Festival Celebration.

The Barnum Festival

THE world's master showman, P. T. Barnum, sleeps forever now in Bridgeport's shaded Mountain Grove cemetery, but again this year, from June 28 through July 7 his spectacular spirit will pervade the city that was his home and circus headquarters.

For those are the dates of Bridgeport's 1956 Barnum Festival, ten days of civic frolic, color and pageantry that transform the bustling Industrial Capital of Connecticut into a kind of giant circus ground in memory of the great impresario.

Now in its eighth year and heavily backed by Bridgeport business and industry, the Barnum Festival is fast growing into a nationally-known classic rivaling the famed Pasadena Tournament of Roses and New Orleans' Mardi Gras.

Again this year, the circus theme will dominate the Festival, from kick-off day when 1956 Ringmaster Joseph W. Ganim, president of the Chemical Plating Company of Stratford, receives the whip and whistle that are the traditional symbols of his office as chief festival planner to the fading taps at the Parade of Champions that closes the event.

In true Barnum tradition, there'll be a 1956 Tom Thumb and Lavinia Warren, chosen from schoolchildren, a

Jenny Lind selected for amateur singing skill, and a teen-age Festival King and Queen and court, who'll all ride on their assigned clouds Number Seven during the magic week of the Festival.

Here's a lineup of 1956 Barnum Festival events, many of them industry-

sponsored, expected to attract Nutmeggers from all over the state:

Opening dinner, June 28, vesting of 1956 Ringmaster

Reception, June 29, for Festival committee personnel

Junior Olympics, June 30, youngsters sports show

AAU Track Meet, June 30-July 1, state championship competition, sponsored by Jaycees

Ballyhoo Show, June 30, top flight talent program sponsored and produced by General Electric

Yacht Regatta, July 1, sponsored by Bridgeport Pipe Engineering Co.

Hospital visits by Festival entertainers, July 2

Seaside Park Concert, July 3, sponsored by Dolan Steel Co.

Barnum Festival Parade, July 4

Pilgrimage to Barnum grave, July 5

Festival Dance, featuring Les Elgart, July 6, sponsored by Columbia Records

Parade of Champions, July 7, top American Legion drum and bugle corps competition

U. S. Air Force jet air show, date unannounced

Over 300,000 are expected to watch the colorful July 4 Festival Parade fea-



THE FESTIVAL'S King and Queen and their Royal Court ride in regal splendor in the Fourth of July parade each year.



BEFORE THE FESTIVAL comes the planning. Left to right are William R. Towse, an aide to the Festival Ringmaster; Robert Herman, commander of the Stratford American Legion drum and bugle corps; Arthur R. McNeil, marshal of the Parade of Champions, and 1956 Ringmaster Joseph W. Ganim.

turing bands, military and government delegations, flower-bedecked floats representing Bridgeport industry, the 39 ethnic groups that make of Bridgeport a miniature America, and the city's civic and service organizations, all vying again this year for top honors won last year by General Electric's "man-made diamond" float entry.

Climax of the Festival will be the Parade of Champions, an official competition of top ranking American Legion drum and bugle corps organizations. Last year over 20,000 watched this event.

Symbolic rulers over the Festival will be the 1956 King and Queen, to be chosen from high school candidates in ten schools of the Greater Bridgeport area on the basis of personality, posture, poise, speaking ability and dramatic presence. Nominations for the honors are already pouring in.

Once picked, the 1956 royal duo will be outfitted in royal robes, tour area industry, ride on a special float in the Festival Parade, visit New York for TV appearances, and be attended by a royal "court" of four runners-up in the competition.

Sharing honors will be 1956's Jenny Lind, sponsored this year by Beechmont Dairy of Bridgeport.

Since its inception back in 1948, the Barnum Festival has grown enormously with last year's outlay over eight times the sum spent for the first Festival.

The idea of the Festival was a product of the notion of Bridgeport Brass President Herman Steinkraus that

"something ought to be done to memorialize Barnum, Bridgeport's most famous citizen."

Mr. Steinkraus was the first Ringmaster and each year has been succeeded by a Bridgeport business figure who in the words of one of them "is lucky if his round-the-year job survives his absence"—so utterly immersed does each Ringmaster become in making his year the biggest and best yet.

As civic and industrial Festival backing has increased, so have its budget and contributions. In the first year, only a few thousand dollars were spent but by last year its heavily increased budget and contributions from industry earned it the title of the "million dollar" Barnum Festival. The small profit earned last year was ploughed back into this year's planning and the permanent upkeep of Bridgeport's Phineas T. Barnum Museum that houses relics of the showman's career.

Year round activities of the Barnum Festival are now handled by a permanent organization, the Barnum Festival Society, whose only requirement for membership is previous contribution to the Festival.

Promotion and planning are handled by volunteer talent from Bridgeport business and industry and the Society, to this day, has but one paid staff member, a secretary who handles voluminous year-round correspondence.

Incumbent president of the Barnum Festival Society is William Simpson, general manager of Raybestos Company, who was marshal of the 1955 parade.

And he's symbolic of the hundreds of planners who—as the last echo of the 1956 excitement dies—will be thinking of next year's extravaganza, even bigger, even better.



THE RINGMASTER for Bridgeport's Barnum Festival sits astride a gilded lion at one of the gala functions which feature the mid-summer celebration.



CROWDS line the streets to admire the added spectacle of attractive floats. This one depicts Bridgeport—a city on the ocean.

What Presidents Think About at Night

By JOHN L. McCAFFREY,* *President*

International Harvester Company

THE Executive program has several purposes, but the biggest purpose of any executive training program is to prepare men for advancement, to try to get them ready, if possible, for jobs with larger responsibilities. In a big corporation today there are many executive jobs. There is no lack of men who are willing to fill them. But there is a very considerable problem in finding men who are competent to fill them right. That is why your companies and mine are willing to take part in such programs as this.

As a result — I warn you—this speech may be like a boxing match that goes fifteen rounds to no decision. For I am going to talk to you about problems rather than about answers.

You already know that the mechanics of running a business are really not very complicated, when you get down to essentials. You have to make some stuff and sell it to somebody for more than it cost you. That's about all there is to it, except for a few million details.

I saw a play recently in which one of the characters summed up the fundamental problem of business pretty well. He said he'd been trying for two years to think of something that would cost a dime, sell for a dollar—and be habit-forming.

So it isn't hard to run a business, from the standpoint of business operations. And a president doesn't usually worry too much about the things that most people expect to bother him. For example, he seldom lies awake very long thinking about finances, or lawsuits, or sales or production or engineering or accounting problems. He is pretty well able to take care of those during regular business hours, except for unusual cases.

Furthermore, when he approaches



JOHN L. McCAFFREY

such problems, the president can bring to bear on them all the energy and the trained judgments and past experience of his whole organization. He has a lot of help with problems of that kind.

There are other problems, however, that he has to sweat and struggle with, largely by himself. They are the problems he thinks about at night. They all rise out of one simple fact. I can sum up this situation in one sentence:

The biggest trouble with industry is that it is full of human beings.

The longer you are a president, the more firmly that fact will be riveted in your mind. That is why you will lose sleep. That is why your hair will first turn gray, then get thin, and then fall out altogether, unless you are lucky.

You will learn to your sorrow, while a drill press never sulks and a drop hammer never gets jealous of other drop hammers, the same cannot be said for people.

You will learn that a turret lathe may run one part for ten years without affecting its ability or its willingness to be switched at any time to another part. But men are not that way. They develop habits and likes and dislikes.

You will learn that you have with people the same general problems of preventive maintenance, premature obsolescence, or complete operational failure that you have with machines. Only they are very much harder to solve.

You will discover that problems change rapidly, techniques change rapidly, products can be transformed in a period of months; but, unfortunately, people change slowly if at all. And you cannot rearrange or retool the human organization of your business with the same ease and frequency as you rearrange or retool the plant.

We have constructed in this country an economic system which is a marvel in two ways—it is marvelously efficient and it is also marvelously complicated. In the last forty years or so, this system has developed from what the football coaches call in their trade a one-platoon system to something that approximates a thirty—or a forty-platoon system in industry.

All this, as you know from our studies, is because we have applied to its uttermost limits the principle of the division of labor which was first described by the classical economists.

We have come from the age when a product was made in its entirety by one craftsman, performing all operations, to the present age where nearly every small operation on every part of every product is performed by different men. We have reached a form of production so specialized that frequently the machine does all the work and the man merely nurses and feeds it, as in the case of the bolt-maker or the automatic screw machine.

The division of labor has gone so far, here in America, as it affects the factory worker, that labor has been atomized rather than just divided.

The sociologists and psychologists, as well as the practical operating men in industry, have recognized some of

*Reprinted from the April issue *Industrial Nurses Journal* with permission of its publishers, *The American Association of Industrial Nurses*.

the problems this extreme specialization creates. There is the problem of loss of versatility. There is the problem of inflexibility. There is the problem of loss of pride in personal accomplishment and skill. There is the problem of boredom from repetitive operations. And there are many others, as they affect the worker at the machine or on the assembly line.

The thing I want to point out to you is this: We are only now beginning to understand that the effects of this atomizing of labor are not limited to production employees. As management, too, has become extremely specialized, these same problems have spread over into the management group, and even into the executive group.

The specialization of management at all levels, including the executive, has lagged somewhat behind the specialization of equipment and employees, but it is following exactly the same course and giving rise to the same problems.

The president of a modern company often seems to me like the ringmaster of a thirty-ring circus. We sit at our desks all day, while around us whiz and gyrate a vast number of special activities, some of which we only dimly understand. And for each of these activities there is a specialist person.

We have engineers of assorted kinds. We have lawyers of many breeds, from patents to admiralty. We have market analysts and sales engineers and industrial relations experts and credit men and research metallurgists and time-study engineers. We have accountants and economists and statisticians. We have purchasing agents and traffic men and chemists.

All of them, no doubt, are good to have. All seem to be necessary. All are useful on frequent occasions.

But it has reached the point where the greatest task of the president is to understand enough of all these specialties so that, when a problem comes up, he can assign the right team of experts to work on it. We have a lot of people like Ed Wynn's famous painter who only painted boats and not horses, and when a customer insisted that he do a picture of his horse, the painter said: "Well, all right. But it's gonna look like a boat."

The president is like a man confronted by an enormous tool bench, who only hopes that he can pick the right screw driver for a particular special job. There must be others like

me, who sometimes wish for a good old-fashioned jackknife with twelve blades and a corkscrew that could handle almost any job in passable fashion.

Because business has wanted these specialists, the colleges and universities have produced them by the thousands. If we need a good cost accountant, one is available. If we want an industrial psychologist, he can be had. If a man is needed to estimate a market potential with the latest scientific methods, he will be on tap.

And that's fine, as far as it goes, but it still doesn't let the president sleep at night. The president has no great problem in finding men to run a section or a department, where one line of work is followed. But he tosses plenty over the problem of finding executives who have wider knowledge, more general savvy, and enough background of the right kind to run a whole group of things.

What are the plus and minus factors in specialization, as it applies to management men?

On the plus side, the great advantage is that, by limiting his work to a relatively small area, the man becomes a genuine expert on that area. Many detailed improvements are possible as a result.

By specializing from the start, in education and in work, he greatly reduces the time and expense which his employer would otherwise have to devote to his training.

By coming as a ready-made specialist he is more useful at an earlier time than he would otherwise be, and this tends to give him a larger income at a younger age than the average man. That's an attraction to him and is one of the reasons why he specializes.

What are the disadvantages?

The great disadvantage, of course, is that specialization produces a man with limited knowledge and limited interests and experience, except in rare instances.

The world of the specialist is a narrow one, and it tends to produce narrow human beings. The specialist usually does not see over-all effects on the business. And so he tends to judge good and evil, right and wrong, by the sole standard of his own specialty.

We have all seen the credit man whose big interest in life is not the making of good sales under variable conditions but simply the ratio of past-due paper and the possibility that at some future time, on a particular deal, he might be criticized.

We have seen the time-study man who clings so firmly to what he regards as a principle that he just doesn't care whether it meets ordinary human standards of fairness, or whether his actions shut down a three-thousand-man plant.

We have seen the salesman who expects complicated machines to be redesigned in a week whenever one of his customers has a whim and who bitterly blames engineering if it doesn't happen that way. Or the engineer who knows what is good for the customer, even if the customer doesn't like it. Or the manufacturing man who can't understand why we won't pour more millions of dollars into his plant, even though the product is already losing money.

We have seen the industrial relations man for whom life begins and ends with a legalistic interpretation of the union contract and who never looks past the grievance committee, gathered around his desk, to catch a glimpse of the human individuals who work in his plant.

This narrowness of view, this judgment of all events by the peculiar standards of his own specialty, is the course of the specialist from the standpoint of top-management consideration for advancement. Except in unusual cases, it tends to put a road block ahead of him after he reaches a certain level.

This presents a problem to the president in building his top organization. Because of the trend of the times, he finds that he has more and more specialists and fewer and fewer general executives just below the top level. Some of these specialists he simply cannot promote. And even with the others, if he does promote them, he has to ask them to make a sudden and radical change in the thinking and acting habits of a lifetime.

It may or may not present a problem to the specialist himself. In most cases, I believe it does. There are men, of course, who, after achieving reasonable eminence in their specialty, ask nothing more of life. But among men of real ability, specialists or no, we usually find ambition to advance. And, in such cases, specialization can produce a considerable degree of frustration.

This is because at some time almost every specialist reaches a point where he realizes—or he may even be told—that he can go no higher, ever. Under those circumstances such a man does

one of three things, depending on age and individual character. He either quits and goes elsewhere, or he sits on his hands until pension age, or—very rarely—he starts out to make a different kind of person of himself, a project in which he may or may not succeed.

So we have a two-horned problem. There are many specialists whom the president simply cannot promote. And, because they are not promoted, there is a natural tendency for the mature specialist to become somewhat sour.

There is another fact about the specialist which is a problem to him and therefore to the organization. It arises from the very fact that he knows more about his specialty than his superiors or anyone else in the business.

This situation frequently arises: a problem comes up related to his special field. He produces a solution which is entirely satisfactory from the standpoint of good practice in his specialty. But then the higher management won't buy it. They do something else instead.

This can happen either because the specialist has failed to explain and sell his solution adequately, or because he did not take into account other factors of the problem which might lie outside his special field.

To put it bluntly, such a situation can occur either because top management knows more than he does or because it knows less. In either case, the result on him is the same. His advice has been disregarded and his judgment overruled. That will seldom make him happy.

In this area probably lies a good part of the cause for a new note which has begun to creep into some of the studies of corporate management—the beginning of concern about the morale of what is called "middle management," which includes nearly all the specialists and is largely composed of them.

The top men operate high, wide, and handsome. The decisions are theirs, so their attitudes are usually good. In spite of frequently expressed concern about attitudes of foremen and other first-line management men, it is a fact that the first-line men have specific duties and responsibilities, and they are at the point where things happen. In spite of their normal griping, they have the relief of taking personal part in action.

This man in the middle of the management pyramid, however, neither makes the decisions nor carries them

out. He finds it easy to feel that his judgment is neither sought nor honored, that his training and experience are ignored, and that he does not participate to any real degree in the management of the corporation. He often feels, and he frequently says, that he is just a high-priced office boy.

Now those are some of the reasons why many a president lies awake at night. How can he maintain the interest of, and get full advantage from, the specialists who are too specialized to promote? On the one hand, the company absolutely requires the skills of the specialists in order to carry on its complicated operations. On the other hand, the president has to get future top management from somewhere. And that somewhere has to be largely within the existing company, if he is to have any management morale at all.

The problems are easy to describe. But the ground becomes uncertain and the atmosphere cloudy when someone raises the simple question: What will we do about it?

One answer that has been offered is to start with the educational processes that take place before the man goes to work. Recently we have seen, as an example, some attempts made by engineering and other technical schools to give a larger part in their courses of study to the liberal arts subjects, to try to produce an educated man as well as a trained engineer or doctor or whatnot. I think that is a hopeful trend.

We have also seen in recent months a number of speeches by corporation officials, pointing out the necessity for rounded education and underlining the importance of the liberal arts college for the future, not only the future of business but also of this country. The nation, like the corporation, suffers from this problem of too much specialization.

Unhappily, it appears that we company presidents are not practicing what we preach in this regard. True, some of us have been giving money to support liberal arts colleges, but we have not been offering jobs to such graduates.

Fortune magazine recently recounted some of the actual experiences of educational institutions with business recruiters who came to the campus looking for talent.

At Yale University, for example, in 1950 only 18 out of 66 corporation talent scouts were willing to talk to arts college graduates. In 1951 it was

15 out of 91. And in 1952 it was 16 out of 117.

At the Johns Hopkins University in 1952 only 16 out of 200 scouts had any interest in the liberal arts man as compared with the engineer, the chemist, or other specialists.

So we are obviously not making progress in that field and will have to change our approach before we do. These graduates are bright young men with a natural desire to eat. They see what is happening. And, however much we may cry about overspecialization, we'll get more and more of it so long as our hiring policies are not in tune with top-management thinking and talking.

Another answer which has been proposed is to catch the specialist after he is in industry but while he is still young enough to respond and try to give him a wider training, a broader outlook—to take him away from his trees and show him the forest.

This has sometimes been attempted by means of coaching, as it is called. Coaching consists basically of selecting promising young men and moving them around through different functions of a business, letting them stay long enough in each to get a real feel of it. Its advantage is that it teaches through experience and not just through precept.

One of the difficulties, however, is that it soon becomes obvious to everyone that certain people are on the coaching list while others are not. You create a sheep-and-goats division among your younger men, and the goats don't like it a bit. Mistakes are also made, of course, and sometimes a sheep turns out to have goat blood in him.

Still another answer to the same problem has been training of the sort you men have been receiving at this university. The theory is something like this. The employer says:

"Here's a younger man who has a record of accomplishment up to now. There may be something wrong with him that we don't yet know, but, as matters stand, he looks as if he had the possibility for future development. Maybe he has. Maybe he hasn't. Training can't hurt, and it may help a lot. So we'll give him the training, give him the chance to grow, and then wait and see what happens."

My personal view happens to be

(Continued on page 35)

Delivered at graduation exercises of the 9th Group of the Executive Program.

Behind Clothes Doors In Red Satellites

By RUTH NATHAN

Editors Note: Information for this story of the dearth of respectable clothing for workers in Soviet Russia and the satellite countries is one of the many useful information scoops being collected and used effectively by the Crusade for Freedom, Inc., 345 East 46th Street, New York 17, in its efforts to sell America and keep hope alive among the enslaved people in the "iron curtain" countries. Its work is financed entirely by voluntary contributions of Americans who want to see the truth beamed by radio and balloon messages to the people behind the "iron curtain."

A VANITY rebellion seems to be brewing among the people whose countries are ruled by the Red cloak of Communism. Recently, when four Hungarian workers fled through the Iron Curtain under machine gun fire to reach Austrian territory, they told Radio Free Europe reporters that the reason for their flight was "economic misery It's a problem," one of them said, "when it takes more than a month to get a suit or a dress which usually looks terrible when finished."

Perhaps a more detailed case in point was described melodramatically by the Communist paper, Pravda, itself, which usually goes overboard to rose-color any of the Red Regime deficiencies. Pravda pointed up the plight of a bride and groom who were unable to look like a happy twosome on their wedding day due to "retail and industrial failure." It seems that after Vasili and Klavdia planned to marry, the groom-to-be entered a tailor's shop in Moscow to try on his wedding suit. "The shock was so great," the story related, "that even the salesman was forced to admit: 'The suit looks unbelievably miserable. We will alter it. Come back in a week.'

"'But my wedding is the day after tomorrow,' the man pleaded."

"He did not get his suit on time. The second blow struck the bride," Pravda wrote dramatically. "She went to the best and most luxurious dressmaker. 'Can I order a wedding dress in two weeks?'

"'Are you out of your mind?' they told her. Don't you know there is a waiting list?"

"The bride ran to a private dressmaker, but there she learned that new clients are accepted only by the recommendation of wives of prominent persons. In her need she ran to a second-grade dressmaker. Even so her dress was not ready for the wedding."

Is this funny? A Red soap opera? Not so funny to the 70 million living under the Kremlin-ruled regimes in Czechoslovakia, Poland, Hungary, Bulgaria, Romania—nor to the other millions in Russia.

The fact is this: there is a sartorial caste system having little in common

with Marxist principles flourishing today in the Soviet Union and its captive countries. The main reasons appear to be: a) lack of industrial know-how and equipment; b) lack of inspiration on the part of labor; c) the big Commie bosses come first; d) there is no equality under Communism.

Authentic reports of this tale of high fashion, from correspondents and escapees behind the Iron Curtain, continue to reach Crusade for Freedom, the vast American-supported operation which sponsors Radio Free Europe and Free Europe Press overseas. According to the Crusade, men (and women, too), not only do not dress up, they can't even get decently-made everyday and work clothes. Even undergarments have gone the way of the underground regime. . . where to buy and how to buy are virtually government secrets known only to the Kremlin lords.

Nor that the party men don't see the danger. In 1954, the USSR Minis-



THE RUSSIAN BEAR is putting on the dog only where its Kremlin bigshots are concerned. High-styled and in a cheerful huddle are shown, left to right: Finnish Premier U. K. Kekkonen; an unidentified man; Communist Party Chief Nikita Khrushchev; Soviet Premier Nikolai Bulganin.

try of Consumer Goods issued a decree "to improve the finishing of fabrics, particularly of linings; to introduce measures insuring reduction in shrinkage and improvement in dyeing of fabrics; to organize Fashion Houses for designing highstyle clothing. . . ." But Russian dressing remains bare of all the nice-and-spice mentioned in the Order.

A few months ago, satellite Czechoslovakia's chief publication, *Rude Provo*, charged that indolence, bureaucracy, indifference, and the lack of organizational skill hamper the industrial output of that country. The paper took to task cabinet ministers, plant managers and individual agencies. It further charged that new working techniques and new inventions were not being introduced, thus voicing a pattern of complaints of other Iron Curtain countries.

Czechoslovakia's clothing problem spread itself right across to the free world in a somewhat heady manner. A spokesman for the United Hatters Cap and Millinery workers claimed that his labor union had succeeded in frustrating an attempt by the Czechoslovak regime to export "poison" hats to this country. Gerald Coleman, executive secretary of United Hatters, said that hats recently imported from Czechoslovakia contained mercury, an agent which heightens the gloss or lustre of the felt. Coleman explained that, when the mercury-treated hats are processed, the worker suffers from a disease known as "hatters shakes," a serious ailment which also results in a consequent loss of teeth and hair. The labor leader said that the use of mercury in hats had been outlawed in the United States fourteen years ago.

A Bulgarian escapee broadcasting to listeners of Radio Free Europe declared that poverty and a low standard of living were "permanent characteristics" of the Communist system in Soviet-dominated Eastern Europe. "The major preoccupation of those behind the Iron Curtain," he said, "is economic . . . a struggle for a suit, a pair of shoes, a hat. It costs about \$107, or about 430 rubles, for a dressy hat—the highest-priced topper in two hemispheres. Taxation is exceedingly high, and the system has no other surplus which might be taxed except for the most needed basic consumer goods."

But if all this seems like a warning sound from the Peoples' Chorus, it has only meant that the Russian bear is putting on the dog only where the bigshots are concerned.



"MIRROR, MIRROR, TELL ME," this young Polish girl says, "am I pretty in my ill-made, homely clothes?" Women and men both have rebelled against the clothes-poor conditions in Communist-dominated Poland and other satellite countries.

In the recent Outside Russia whirlwind tours of Communist Party Chief Nikolai Khrushchev and Premier Nikita S. Bulganin, several European fashion magazines hailed the new-style clothes worn by these gentlemen. However, Nikolai and Nikita had cause for feeling hot under the collar over the evident vanity unrest among the people in Soviet-dominated countries.

Actually, the state of affairs in the garment industry gives rise to alarm, as attested by *Izvestia*, the official organ of the Soviet government. "Suits, coats, and dresses," the publication wrote, "are still noted for their poor quality. They are carelessly sewn, without consideration for the consumers' most ordinary demands. The designs are either out of date or downgraded. Recently, when 1,020 pairs of pants were received from a clothing factory in Kharkov, it was necessary to reject the entire lot; the factory had put on the pants crude metal buttons and a black lining which stained the cloth. They were sewn with white thread . . . little care is here for satisfying public demand for ready-to-wear clothing. . . ."

Asked confidentially by the party boys to comment on this sorry situation, a political economist answered frankly that he thought the low standards of fashion could be elevated if the Soviet government would cut expenditures in rearmament, police staffing, the Party administration. Unfortunately, the Soviet Union's sixth and latest Five Year Plan, issued in January of this year, calls for an accelerated atomic energy program and increased production in heavy industry; it lays

low on light industry, although it calls for increased production in wool goods.

In sharp contrast, the United States, which has a flexible Every Year Plan, continues to do pretty well with the free enterprise system. Year after year, new and finer merchandise is abundantly available in retail stores throughout the country, priced so the man-in-the-street can afford it. And the donning of tux and tails by the average breadwinning male has become one of the great social levelers.

As one clothing manufacturer, Sam Rudofker, put it, "The average American is used to the privilege of self-expression. To dress as he pleases, as distinctively as he pleases, is a way of life. He sheds his burdens by shedding his work clothes for the snazzy look."

Mr. Rudofker, whose manufacturing plant produces "After Six Formals," recalls that, in 1937, the Soviet Commissar of Industry sent a cablegram to his company suggesting they were interested in America's new tuxedo styles. They wanted to know all about tuxedo etiquette—whether or not to tuck the napkin in the shirt when eating borscht . . . Though we took great pains in giving a detailed answer to the query, no business ever came of it," Mr. Rudofker said. "At that time, however," he added, "there was a big export tax, and if the Soviets had purchased any sizeable amount of tuxedos, they would possibly have had to pay as much for the tax as for the tux."

While visiting the Soviet Union this year, Mr. Rudofker was able to meet with a couple of party garment chiefs

(Continued on page 35)

LIBERTY MUTUAL

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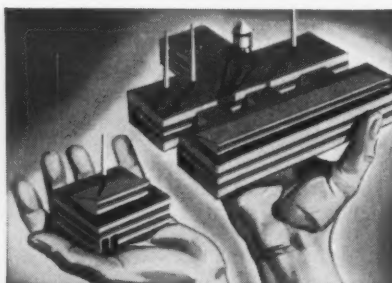
Danger in the air ...but only the Liberty man spotted it!

WHILE making his regular inspection of a policyholder's factory, a Liberty Mutual Industrial Hygienist noticed that one department had switched to a new process involving chemicals. His experience warned him of the possibility of toxic gases — so he immediately took air samples.

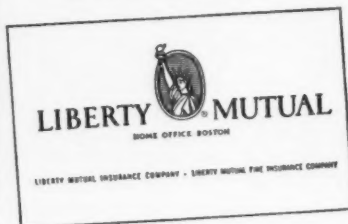
Chemical analysis showed that the air was contaminated enough to endanger nearby workers. The hygienist devised a practical way to eliminate the hazard. That was the end of it. Last year field hygienists sent more than 3,000 air samples to Liberty's central laboratory and examined thousands on location. Local Industrial Hygiene service like this is just one part of Liberty Mutual's proved Medical and Health Program that does so much to help you reduce the cost of compensation insurance.



LIBERTY ALSO STUDIES NOISE AND FATIGUE. Both create compensation losses through illness and accidents. Both figure in absenteeism. Liberty scientists, at their research center at Hopkinton, Mass., have found ways to correct these hazards.



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NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

CHANGES in top personnel have recently been announced by the Connecticut Valley Manufacturing Company, Centerbrook. Alfred R. Wright, former president of the company, has been named chairman of the board of directors. He will be succeeded in the presidency by his brother, Martin W. Wright.

Other officers are Walter Wright, vice president, Northam D. Wright, treasurer, and Martin W. Wright, Jr., secretary.

The company manufactures wood bits, specializing in expansive bits and Forstner rim guided bits, widely used in carpentry.

★ ★ ★

THE AMERICAN THERMOS BOTTLE COMPANY, in a gesture of good will toward Norwich Free Academy seniors, is presenting a twelve-month subscription of the booklet, "What Makes People Successful?" to members of the senior class of the Academy.

General Manager Arthur H. Payson, in announcing the presentation of the

subscription to the series, stated, "We could wish for nothing better than the ultimate success of every young man and woman—whether they decide to seek a job, enter the military service, or go on to college."

"What Makes People Successful?",

BE SURE YOU CAN

...SEE

...STEER

...STOP

SAFELY!

✓ **CHECK YOUR CAR**

✓ **CHECK ACCIDENTS**

NATIONAL SAFETY COUNCIL

THE COVER



THIS MONTH'S cover photo of a seven-foot diameter advertising carousel turntable is one of the many types of turntables produced by the Macton Machinery Company, Inc., of Stamford.

a publication of the National Research Bureau, Inc., is the result of reviewing hundreds of biographies of successful men and women of the past in many lines of business throughout the world. Its purpose is to help solve daily problems encountered in getting along with people.

★ ★ ★

A COMPANY making toy balloons, weather balloons and other rubber products, has recently started operations in Southington. United Industries, Inc., has set up its operations in 15,000 square feet of manufacturing space in the Peck, Stow & Wilcox Company building.

★ ★ ★

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Perrin as plant superintendent of the Mill Division of Plume & Atwood Mfg. Co., Thomaston, has just been announced by John Boak, manager of the company's Rolling Mill Division.

In this position Mr. Perrin will be responsible for coordinating and supervising the company's production of cold rolled brass strip stock. He joined the company in 1949 as production manager, the position he has held until the present advancement.

★ ★ ★

PHILIP R. MARSILIUS has been elected to the Board of Directors of the American Society of Tool Engineers at the society's recent 24th annual meeting in Chicago.

Mr. Marsilius, who is vice president of The Producto Machine Company, Bridgeport, manufacturers of precision die sets and machine tools, will assume his new duties with the 33,000-member society next October. He is also second vice president of the National Tool & Die Manufacturers Association.

★ ★ ★

DIALING TELEPHONE calls direct to distant cities becomes possible for more than a quarter of Connecticut's telephone users on Sunday, June 17. The Southern New England Telephone Company will start the new service on that date in Hartford and 13 surrounding exchanges serving some 30 towns. Stamford, Norwalk and a surrounding area will get the new service in September, New Haven next February, and Waterbury later next year. Operators will still handle calls from coin telephones, person and collect calls, and others of a specialized nature.

★ ★ ★

"SALESMEN ARE PEOPLE, AREN'T THEY?" This comment by an executive attending the American Management Association's annual marketing conference in New York recently typifies management's evident desire to bring salesmen out of their occupational isolation and strengthen their feeling of "belonging" to the company they represent.

One practical expression of this desire is the rapid trend toward full inclusion of salesmen in fringe benefits given other employees. In a spot survey at the conference, 82 per cent of the responding companies said that they now provide pensions for their salesmen. In the survey salesmen fare better

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Special

...the best buy in the long run

**AUTOMATIC DRILLING & TAPPING
MACHINES**

AUTOMATIC THREAD ROLLERS

"SUPER-SPACERS"

AIR HYDRAULIC DRILL UNITS

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RESEARCH & DEVELOPMENT

- Electronic Controls and Computers
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- Specializing in aircraft electronic and electro-mechanical assemblies and sub-assemblies

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55 ELM STREET • MANCHESTER, CONN.

Designers and Manufacturers

of Tools, Dies, Jigs, Fixtures and
Gages
Jig Boring and Jig Grinding
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Cincinnati, Lucas and Bullard
Machines

We build Special Machinery
and Parts

Welded Fabrications
We will do your Stampings and
Spot Welding
Progressive — Swedging
Broaching — Drawing
Short Runs — Long Runs

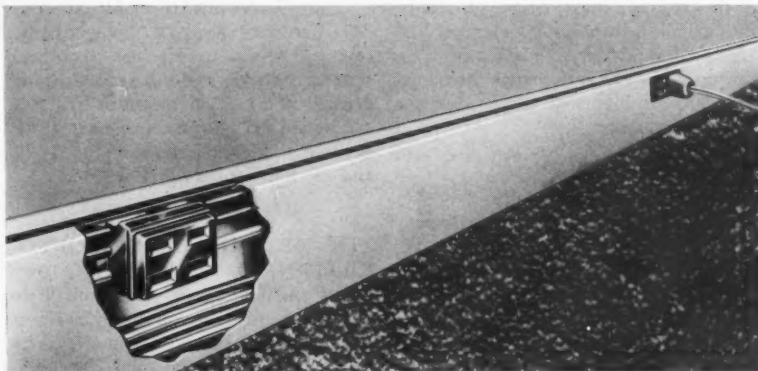
THE
SWAN TOOL & MACHINE CO.
30 Bartholomew Avenue
HARTFORD 6, CONNECTICUT

than plant employees, and about as well as office employees on fringe benefits promoting security: pensions, hospital and health insurance, life insurance, paid sick leave, and severance pay. Salesmen get paid vacations in 165 out of the 179 companies.

Fringe benefits help to reduce sales force turnover, most companies said. Many firms believe that by giving the salesman greater security, they set free his energy for productivity on the job. Unquestionably, today's tight manpower situation exerts some influence: Competition for good men makes fringes a necessity, many sales executives reported.

★ ★ ★

PLUGMOLD 2200, a combination multi-outlet system and electrical wiring raceway, has been announced by The Wiremold Company, Hartford. The new steel raceway is 2-3/8" wide with a total capacity of 10 #12 conductors. It is designed to meet wiring problems in commercial and industrial buildings, supplying a continuous strip of electrical outlets plus additional space for extra branch circuits. Dimensionally correct, it can also take the place of wood baseboard.



WIREMOLD'S Plugmold 2200, new combination multi-outlet system, electrical wiring system, and steel baseboard provides electrical outlets on 30" or 60" centers.

The result of years of research, development and on-the-spot experimentation, Plugmold 2200 has been acclaimed as the ideal solution to industrial commercial and residential wiring and re-wiring. It is listed by the Underwriters' Laboratories and meets all NEC requirements.

★ ★ ★

THE KAMAN AIRCRAFT CORPORATION, Bloomfield, has been selected by the U. S. Air Force through

the Lycoming Division of Avco, Stratford, to furnish the test bed for the first flight tests of the Lycoming XT-53 helicopter gas turbine. The Lycoming XT-53, a "free" type of turbine, is being developed under joint sponsorship of the U. S. Army and Air Force.

The airframe selected for the flight testing of the new turbine is the Kaman observation and utility HOK-1 helicopter. Although engineering is being expedited to modify the HOK-1 for its prime role in the flight development



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SAVE IN EVERY CORNER

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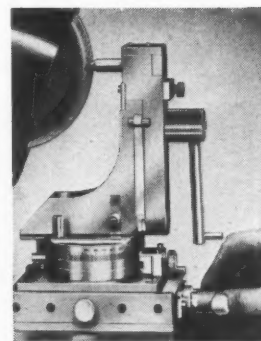
GALE FORSSEN CO.



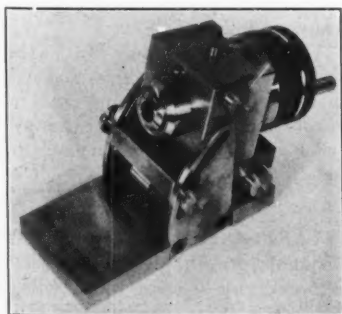
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CONNECTICUT AGENT

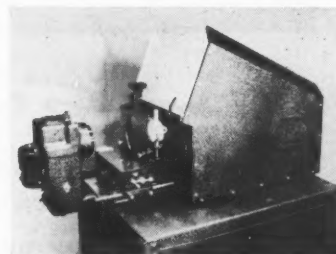
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740 KNAPPS HWY.
BRIDGEPORT**



**J & S 'FLUIDMOTION'
WHEEL DRESSER**



MASTER GRINDING ATTACHMENT



'TARGET' COMPARATOR

of the XT-53, the relative simplicity of the modification and cleanliness of the installation detail is of particular significance for anticipated development improvements of the production HOK-1 helicopter.

★ ★ ★

HAROLD CAMP, vice president for finance and secretary of Pitney-Bowes, Inc., and chief financial executive of the postage meter company for more than 34 years, has retired from that position.

Mr. Camp joined Pitney-Bowes as an accountant in 1922, and has directed its financial division ever since he was elected treasurer in 1934. He has served as secretary of the corporation since 1936, and was elected financial vice president in 1952. He is also a vice president and director of the Stamford Federal Savings and Loan Association.

John O. Nicklis, treasurer, succeeds Mr. Camp as head of the company's financial division. He has also been named the corporation's secretary. Mr. Nicklis was named treasurer in 1952. He joined PB as an accountant in 1945, became assistant treasurer in 1949, and assistant secretary in 1951.

★ ★ ★

THE BRISTOL BRASS CORPORATION has established its own offices and warehouse in Cleveland to handle its growing volume of business in that area, it has been announced by Joseph O'Brien, president. The company has purchased a modern, one-story brick building equipped with three cranes and other facilities for swift and easy handling of brass mill products as well as adequate storage space.

The warehouse and sales office are under the direction of C. G. Sanford, district manager for Bristol Brass. It

carries complete stocks of brass rod, sheet strip and wire which are shipped directly to Cleveland from Bristol.

★ ★ ★

HAROLD F. RAY has been named treasurer and controller of Hat Corporation of America, it has been announced by Bernard L. Salesky, president.

Mr. Ray has served since November 1946 as director, vice president-finance, treasurer and secretary of Great American Industries, Inc., Meriden, manufacturers of telephone equipment and industrial products. He previously was associated in an executive capacity with Colorado Fuel & Iron Corporation, New York, and Electric Bond and Share Company, New York.

He will make his headquarters both at Hat Corporation's plant in South Norwalk and its New York office.

★ ★ ★

TO AUGMENT its plans for a program of product diversification, The Plume & Atwood Manufacturing Company, Thomaston, has published a pamphlet entitled "Looking Ahead with P & A."

Designed to afford an insight into the company, the pamphlet explains briefly the company's present products and outlines the possible approaches to the product diversification that will utilize its plant, equipment and skills.

In its program toward strengthening its product lines, the company is investigating new products and new markets, as well as greater sales and profit through the expansion of markets for products now being manufactured. Some of the items produced and marketed by P & A are lipstick cases; kerosene lamp burners, desk, table and novelty oil lamps; parts for electric floor, table and pin-up lamps, brass and copper gift items; miners checks, washers, rivets and burrs; grommets and washers; eyelets, curtain rings and straight pins.

The company's Rolling Mill Division produces high quality brass and nickel silver, phosphor bronze and other non-ferrous metals. In the Fabricating Division work is performed in any known metal.

★ ★ ★

TELeregister CORPORATION of Stamford is the designer of a complex electronic system which will enable the nation's railroads to handle ticket reservations in a matter of seconds.

Profitable for business!

**STRAN-STEEL®
LONG-SPAN**

The all-steel buildings
designed to meet your needs

**50'
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for longer life and lower maintenance



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WEST GOSHEN • CONNECTICUT

STRAN-STEEL BUILDINGS ARE PRODUCTS OF THE GREAT LAKES STEEL CORPORATION,
A UNIT OF NATIONAL STEEL CORPORATION

An array of vacuum tubes, magnetic recorders and digital computers will handle them at the rate of 1,000 per hour. The system is being set up at Grand Central Station and before the end of the year will be in operation for three major railroads.

The central point of the system is a "brain" that stores up information on accommodations on all reserved space trains. At a ticket office miles away the touch of a key makes this information available to the agent. With the touch of another key, the agent tells the "brain" what space he has reserved or sold. The "brain" then puts aside those accommodations and recalculates what is available for the next customer.

★ ★ ★

DIRECTORS of the Skinner Chuck Co., New Britain, elected three new vice presidents at their recent annual meeting.

They are Robert D. Twohig, who is also assistant secretary and assistant treasurer; George A. Goepfrich, in charge of all product engineering; and Donald M. Stevenson, midwestern sales manager for the company.

★ ★ ★

GROUND-BREAKING ceremonies for a new plant addition to Harvey Hubbell, Inc., Bridgeport, took place recently, with Harvey Hubbell, president, turning over the first shovelful of dirt.

Plans for the addition call for general offices on the top floor, manufacturing areas for the assembly of wiring devices on the second and third floor; warehousing on the first floor, and storage of purchased parts in the basement.

★ ★ ★

THE RETIREMENT of a product development executive and reassignment of two other members of management in the factory organization of The Seamless Rubber Company have been announced by William B. Watson, vice president and factory manager of the New Haven firm.

Bert Predmore, who has spent 37 years in a supervisory capacity with the firm, is retiring from his position in charge of product development of hand-made goods.

Succeeding Mr. Predmore is James A. Caputo, who has been with Seamless for 41 years. Mr. Caputo has served both as a foreman and general foreman over departments dealing with hand-made goods.

會同人敬輓

Writing in Chinese?

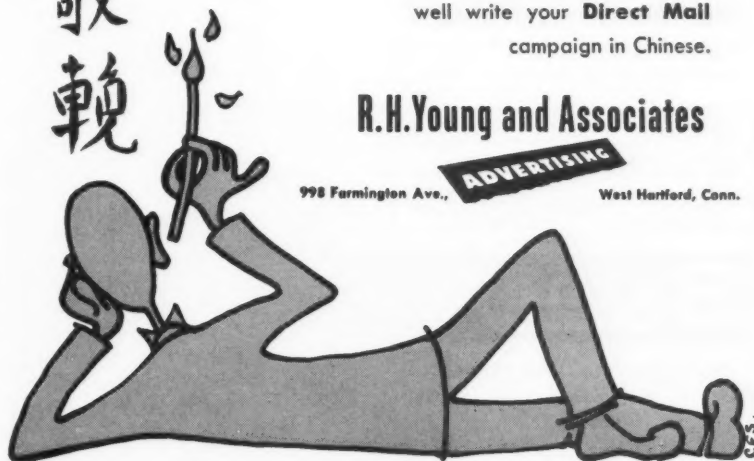
You can beat your brain cells and come up with smooth-selling sales letters and fancy-shmantzy literature, but if your mailing list isn't made up of **bona fide** prospects, you might as well write your **Direct Mail** campaign in Chinese.

R.H. Young and Associates

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UPON REQUEST WE WILL GLADLY SEND, WITHOUT OBLIGATION, A COPY OF OUR FREE BOOKLET, "AN IMPLEMENT TO SOUND MANAGEMENT."

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STAMFORD, CONNECTICUT

"Hunt and Pick" Obstacles Removed at Whitnson Mfg. Co.



Barney's installation of a series of shelf and rotating bins in a temperature controlled room eliminated a cumbersome method of filling orders at the Whitnson Manufacturing Co. "Thanks to Barney's we can meet trigger-timed schedules with ease . . . and all waste motion of hunting and picking for parts has been eliminated," remarked a spokesman for Whitnson in appraising Barney's valued services.

Barney's

OF HARTFORD

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450 Front St. Phone JAKSON 2-6221
Established 1930

FOR TOUGH LUBRICATING JOBS

Molykote users report
life increases to 700%

Roller Bearing Lubricant	575%
Forming Dies	400%
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Cutting Tools	300%
Pneumatic Sanders Bushings	400%
Electric Switches	150%
Grinding Machine Screws	200%
Glass Machine Lubricant	400%
Taps	300%
Broaches	300%

These increases are due to 4 reasons.

- (1) Molykote resists pressures far beyond the yield point of any metal. Its lubricity improves with increasing pressures.
- (2) Molykote resists wear during extensive cycling.
- (3) Molykote resists extreme temperature. It is thermally stable from -300°F to 750°F .
- (4) When used dry Molykote does not collect abrasives.

Molykote contains highly purified molybdenum disulfide, a mineral with 40 lubricating layers in 1 millionth of an inch and a high tenacity for metal. There are 16 types in grease, powder, liquid and bonded coating forms. Write or call about your difficult "fringe area" lubricating problems. Ask for field reports for your industry.

ALPHA MOLYKOTE CORP.
65 Harvard Ave. Stamford, Conn.
Fireside 8-3724

Robert G. Gilmore has been named foreman of the company's cutting department which prepares stocks of rubber for further processing.

★ ★ ★

THE PROMOTION of Michael J. Ragir to the post of president of the Autoyre Company, Oakville, has been announced. Mr. Ragir, a native of Grand Rapids, Michigan, who was formerly vice president in charge of sales, succeeds Stuart A. Loveridge, who will continue his association with the concern in a consulting capacity.

Mr. Ragir is the third president of Autoyre since the unit was taken over by Ecko Products Mfg. Co. of Chicago early in 1954.

★ ★ ★

CHANGES in four top managerial posts were announced recently by The Fafnir Bearing Company, New Britain.

Clarence G. Rosensweig, formerly executive vice president, was elected president with the retirement of Chairman Maurice Stanley and the elevation of President Stanley M. Cooper to the chairmanship. At the same time Richard F. Cooper, formerly vice president and works manager, was named vice president in charge of manufacturing.

Mr. Rosensweig's election as fifth president of the company climaxes a 40-year association with Fafnir. He joined Fafnir in 1916 in the newly organized Production Department. Subsequently he became production superintendent, assistant works manager, and vice president and works manager. In 1953 he was elected executive vice president.

Mr. Stanley's retirement ends a 42-year career with the company during which he became prominent throughout the bearing industry. He joined the company in 1914 as its first sales manager. He later became secretary and in 1927 was elected president, a position

he held for 21 years. In 1948 he was named chairman of the board.

★ ★ ★

ABOUT 70 MEMBERS attending the New England Regional Conference of the American Institute of Mining, Metallurgical and Petroleum Engineers, Institute of Metals Division, were guests recently of Scovill Manufacturing Company, Mills Division, on a tour which included inspection of the company's unique continuous brass casting operations and the continuous strip mill, each representing the most advanced methods being used in the production of brass mill products. The visitors followed every step in the production of brass mill products from melting of the alloys through continuous casting and continuous cold-rolling to final packaging for delivery to fabricators.

★ ★ ★

THE FIRST PUBLISHED collection of case histories from the file of the abbot—the trade character of The Abbott Ball Co., Hartford—has been made available by the manufacturer of deep hardened and tempered carbon steel bearing balls, barrel finishing materials, and tumbling barrels.

The eight-page, illustrated booklet expands on the series of ads which have attracted wide attention. Amusingly written, the case histories dramatically point up applications in which Abbott balls have been used. In some cases, the abbot uses a strictly imaginative approach, in others he is close to reality.

The booklet contains "The Case of the Muscle Bound File Clerk," "The Case of the Popping Plugs," and "The Case of the Dropped Tablecloth."

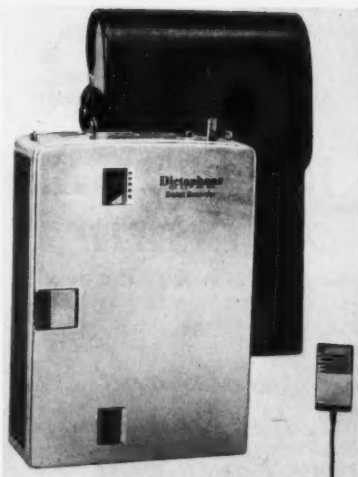
★ ★ ★

A PORTABLE tape recorder no bigger than a small movie camera and

FASTER! EASIER! CHEAPER!
TO INSTALL. . . . Unlimited convenience outlets in a continuous run — for homes, offices, factories, schools, hospitals, hotels — any building, new or old!

Write today for new Plugmold 2000 booklet!

THE WIREMOLD COMPANY · HARTFORD 10, CONN.



DICTET, Dictaphone Corporation's new miniature recorder. Small plug-in attachments quickly convert the recorder into a transcribing machine. Recording is erased automatically by a separate magnet in the Dictet itself.

weighing only slightly more than two and one-half pounds has just been announced by Dictaphone Corporation. According to President L. M. Powell, "The Dictet recorder is a precision instrument for mobile voice recording. It is primarily an on-the-spot recorder that can be used anywhere."

Dictaphone's newest product is battery-powered, and gives a full hour's recording on magazine-loaded magnetic tape. The Dictet is made largely of magnesium and features a completely transistorized amplifier. Controls for starting and stopping, recording, power rewinding, and playback are simple and functional.

★ ★ ★

ETHAN M. PENDLETON, vice president of the sales department of American Brass Company, Waterbury, has retired from active service, according to an announcement by John A. Coe, Jr., company president. Mr. Pendleton completed 50 years of service with the company shortly before his retirement.

★ ★ ★

DEVELOPMENT of a new form-truing attachment has been announced by Pratt & Whitney Company, Inc., West Hartford. It is designed particularly for use on universal internal and external cylindrical grinders. Known as the Diaform Model No. 10 Universal, the new attachment supplements the present line of surface grinder type Diaforms.

Like all Diaform models, the new

★ MEET Clankin' Hank!



A man of the world, Hank was made in 1893 from standard Billings drop forgings for the Colombian Exposition in Chicago. Since then he has clanked his way from Australia to Africa to Europe—a symbol of the backbone of Billings business!

Billings drop forging engineers and craftsmen have the equipment and skill to meet **every forging requirement.**

★ A brochure describing Hank's forged "bones" available free upon request.

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company name

street address

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QUALITY TOOLS AND FORGINGS SINCE 1869



IMPOSSIBLE? . . . You may think so—but however difficult your packaging problem, Jack Wittstein has the solution. Call

JACK WITTSTEIN
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MAin 4-5121, New Haven 5, Conn.

**THE HENRY SOUTHER
ENGINEERING CO.**

**Engineering & Chemical
Service**

Water Purification

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**Research Facilities for
Industry**

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**call on us for
a complete**

**KING SIZE stock
of Drill Bushings**

for immediate delivery
and snappy service
on specials

... made by
the World's
Leading
Specialists

**American
DRILL BUSHING CO.**

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The ROBERT E. MORRIS CO.
WEST HARTFORD • CONNECTICUT
Bridgeport Branch: 3142 Fairfield Ave.

also in stock: THE COMPLETE LODGING LINE OF
STANDARDIZED JIG and FIXTURE COMPONENTS

No. 10 is said to make it possible to form-true complex contours on grinding wheels accurate to "tenths" in a matter of minutes. Equally accurate repeat truing can be made as often as required.



CONNECTICUT Telephone & Electric Corporation, Meriden, formerly a subsidiary of Great American Industries, Inc., has been purchased outright by a group of Meriden businessmen.

Officers of the new corporation are C. A. Schultz, president; H. N. Westhaver, vice president-manufacturing; H. B. Randall, vice president-sales; J. E. Whisler, vice president-engineering; W. B. Schultz, treasurer; C. W. Schultz, secretary, and R. A. Schultz, assistant secretary.




THE BURNDY ENGINEERING COMPANY, Norwalk, has announced the appointment of Laurence R. Swart as director of industrial relations. Mr. Swart replaces George M. Szabad, recently named director of public relations and legal counsel.

A graduate of Union College, Mr. Swart was formerly with the Brookhaven National Laboratory, Associated Universities, Inc. as director of personnel. Previously he had been affiliated with Sperry Gyroscope Company, Cluett Aircraft Company and DeCoppet and Doremus.




THE EMPLOYEE MAGAZINE of Rockbestos Products Corporation, New Haven, was honored recently by the

CHASE 

*the Nation's Headquarters
for* **BRASS
COPPER
STAINLESS—
STEEL**

Warehouse and Mill
CHASE BRASS & COPPER CO.
Waterbury 20, Conn.
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WINSHIP**

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★

*Sales and
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**WHAT CONNECTICUT MAKES
MAKES CONNECTICUT**

**Manufacturers of
DRY PRESS
(STANDARD ITEMS)**

**FIRE BRICK
SPECIAL SHAPES
(MUD PRESS)**

IN ANY SHAPE
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and
SET UP**

H. J. MILLS, INC.
ESTABLISHED 1887
BRISTOL • CONNECTICUT

National Association of Manufacturers for an article which appeared in Rockbestos' Hourglass magazine, titled "Balancing the Budget." In citing the article, the NAM said "Employee self-interest is made the paramount theme." The article was reprinted in the NAM's May issue of "Service" magazine.

In the article, Lillian Pedersen, the editor of Hourglass, describes for Rockbestos employees how the company's budgets are made up, why they are necessary, and what each employee might do to help his department and the company operate within the budget.

★ ★ ★

WILLIAM M. GOSS, president of Scovill Manufacturing Company, Waterbury, has announced that Scovill has acquired a license from Continuous Metalcast Co., Inc., of New York, to practice the inventions of Alfred H. Tessmann in the casting of aluminum and aluminum alloys. The practice called "Vacuum Horizontal Continuous Casting" has been in commercial use for about a year at Southern Electrical Corporation, Chattanooga, Tennessee, in the production of aluminum wire.

Mr. Goss stated, "The inventions of Mr. Tessmann appear to be an advance in the process of continuous casting which we have followed in the brass field since 1938, and are particularly applicable to the continuous casting of aluminum."

Development work is being intensified by Scovill so that this process may be readied for full scale operation of slabs and bars as soon as possible. Scovill during the past two decades pioneered the development of large-scale commercial continuous casting of copper alloy (brass) billets and bars.

★ ★ ★

THE SNORKEL, a shoulder height tubing designed to keep the vacuum cleaner hose off the floor, has been introduced by the Choldun Manufacturing Corp. of New Haven, manufacturers of automotive service equipment and chemicals.

The Snorkel can be attached to a Choldun Power-Vac vacuum cleaner in a matter seconds and gives the unit all of the advantages of an overhead vacuum with the additional convenience of ground level position for easy emptying of the vacuum tank.

Designed for use in service stations, garages and auto laundries, the Snorkel keeps the vacuum hose up off the floor at all times, free from the dirt and

muddy water that collects in the wash bay.

★ ★ ★

R. J. AHERN, president of The Billings and Spencer Company, Hartford, has announced the election of **W. H. Blackburn** to the position of vice president of Billings and Spencer, and **The Peck, Stow & Wilcox Company** of Southington.

Previous to his new appointment, Mr. Blackburn was assistant to the president of the Hartford firm.

★ ★ ★

A NEW absolute pressure transmitter, which will measure pressures in ranges as low as 0 to 5 mm Mercury Absolute, and transmit the measurement as a 3-15 psi pneumatic signal to an automatic controller or receiver, has just been

DON'T FORGET

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CMS CARD



When you take off for your vacation this summer, remember to take your CMS Membership Card along.

CMS helps pay for the professional services of any Doctor of Medicine (M.D.) anywhere in the world.

Now EVERYONE can join CMS

Special Individual Enrollment—
if you do not work for a firm with ten or more employees

Group Enrollment —
if you work for a firm with ten or more employees

The Blue Shield Plan *for Connecticut*

CONNECTICUT MEDICAL SERVICE, INC.

SPONSORED BY THE CONNECTICUT STATE MEDICAL SOCIETY
GENERAL OFFICES • NEW HAVEN

announced by The Bristol Company, Waterbury.

The Metagraphic Absolute Pressure Transmitter is offered to handle pressure ranges from 0.5 mm Hg to 0.760 mm Hg. It transmits a universal 3-15 psi pneumatic signal, and can be used with any standard pneumatic receiver or automatic controller.

★ ★ ★

THE ELECTION of George S. Chiaramonte to the position of vice president and general sales manager of The E. Horton & Son Company, Windsor Locks, has been announced by Douglas

H. Thomson, president. R. M. Sherman, president of the Silent Glow Oil Burner Corporation, Hartford, has also been elected a member of the board of directors of the Windsor Locks company.

Mr. Chiaramonte has been associated with the Chuck industry for the past eleven years. He was Horton's Cleveland representative for three years before joining the firm as sales manager of the chuck division in 1949. In 1954 Mr. Chiaramonte was appointed as general sales manager of both the Horton Chuck and Gabb Special Products Divisions.

JOHN D. WINNINGHOFF has been appointed director of sales of the engineering and optical division of The Perkin-Elmer Corporation, it has been announced by Dr. Roderic M. Scott, division general manager.

He has been with Perkin-Elmer since 1952, and has been responsible for the sale of research and development contracts. In his new position Mr. Winninghoff will be responsible for the sale of precision optics and contracted research and development.

★ ★ ★

DWIGHT G. PHELPS, president, Wm. H. Lockwood Sons, manufacturers of electrotypes, stereotypes and mats, has announced the appointment of Frank E. Plumridge to the position of assistant production manager.

Mr. Plumridge, who joined the firm in 1948 is a graduate of East Hartford High school and received a BA degree from Hillyer College in 1955.

★ ★ ★

IN A TALK before the Foreign Trade Committee of MAC at the Union League Club in New Haven recently, Col. Redington Fiske, editor of Export Trade and Shipper magazine offered six necessary measures to meet the current Communist trade drive or economic offensive.

He referred to offers by the Soviet Union and to a lesser extent by satellite countries to supply capital goods, such as steel mills and locomotives, to India and Burma and others of the underdeveloped countries. The Communists then agree to accept goods in payment, he said, almost any type of goods of which an export surplus is locally available, which is sound psychology, since it enables the other country to feel that it is paying its way, not accepting charity.

To the extent that Communist-designed and built equipment is installed in other countries, these countries will be increasingly dependent on Communist suppliers of repair and maintenance parts, replacements and equipment for expansion, Col. Fiske said. This constitutes a real threat to the future of American exports, and to the exports of other free world nations.

Col. Fiske's six suggestions to alleviate this threat are: Constant endeavor to maintain and improve the quality of U. S. (and other free world) products; increased sales efforts abroad, emphasizing that free enterprise is non-political; giving to the needs of foreign

Personnel Managers!

**A TREAT FOR
YOUR PEOPLE
THIS SUMMER**



NOW IS THE TIME TO PLAN YOUR—

Summer Outing at Connecticut's two famous theatres—

THE AMERICAN SHAKESPEARE FESTIVAL at STRATFORD

and the WESTPORT COUNTRY PLAYHOUSE in WESTPORT



GOOD FOR MORALE



FUN



DISCOUNTS FOR PARTIES

customers a priority at least equal to that given customers at home; long-term credit facilities for capital goods exports, of the type already available from Eximbank; finding means to accept more imports in payment for these exports; cooperate with other free nations, because we need them in an economic war as we would as allies in a shooting war.

★ ★ ★

IN COOPERATION with some of the smaller Connecticut manufacturers, a new process of hard coating aluminum has recently been installed by Light Metals Coloring Company, Inc., Watertown.

Martin Hard Coat, is a new elaborate hard coat processing facility which is said to have wide application in the aircraft field. The company, which also does anodizing and coloring of aluminum, production finishing of magnesium and architectural alodine processes, has announced that it is now in a position to fill orders calling for the Martin Hard Coat finish.

★ ★ ★

NEW APPOINTMENTS and re-elections of officers of Emhart Manufacturing Co. were made at a recent meeting of the company's board of directors.

Charles F. Margeson, assistant treasurer, has been named comptroller, succeeding Stanley E. Ellis in the latter post. Mr. Margeson, with the company since 1941, had been assistant comptroller.

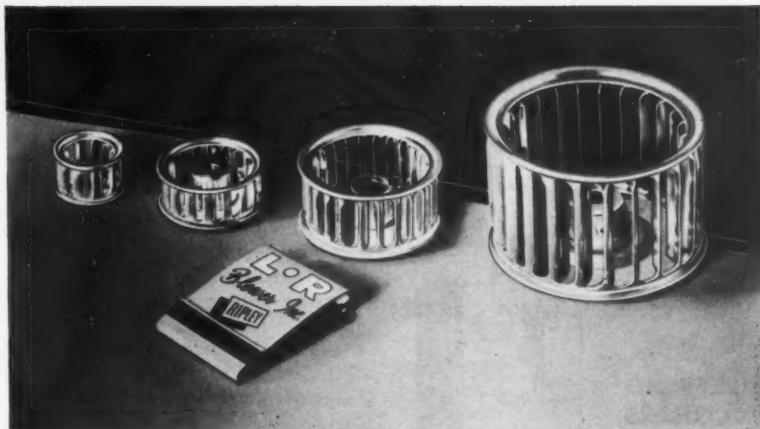
Mr. Ellis will now devote full time to special management problems in the financial area while serving as assistant treasurer.

Others named to new financial offices include: Herbert A. Lewis, assistant treasurer of Emhart; George A. Fleming, controller of the company's Henry & Wright division; Daniel J. Ford, controller of the Hartford-Empire Co. division, and Stephen Ruffi, assistant comptroller of Emhart.

★ ★ ★

CHARLES H. ABBOTT, founder and former president of the Hartford Steel Ball Company, Hartford died recently at his winter home in Florida.

In 1926 Mr. Abbott and two other men, Sidney E. Stockwell and Ray Bannell founded the Hartford Steel Ball Company. He served as its president until the company was sold in 1954. It then became a corporation and he was elected to its board of directors.



RIPLEY L-R Whirlwind Blower Wheels. Precision engineered with Ripley's "lock-tite" construction, these L-R Whirlwind wheels are now available, for immediate delivery, in the following stock sizes: 1", 1½", 2", 3" and 3 26/32" diameter. Available in CW or CCW rotation, the wheels are manufactured by Ripley Co., Inc., Middletown.

Mr. Abbott is survived by his wife, a daughter, and a son.

★ ★ ★

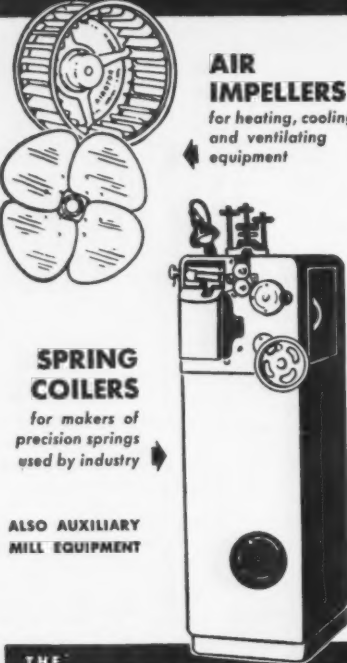
FOUR VETERAN EMPLOYEES of Arrow-Hart & Hegeman Electric Com-

pany, Hartford, have recently been promoted to new posts as follows: Frederick A. Lindquist to general superintendent; George W. Carlson to manager of plastics; Harry J. Firato to production superintendent; and Carl E.



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TORRINGTON, CONNECTICUT

Lindquist to manufacturing superintendent.

Mr. Lindquist joined the company in 1921 when it was Arrow Electric. In his new post he will have charge of all manufacturing in Hartford and Danielson. Mr. Carlson, a graduate of Pratt Institute as an industrial chemical engineer, joined the company in 1926. Mr. Firato, who will direct production schedules in the four Hartford plants and Danielson joined the company in 1922 as a foreman. He became assistant superintendent of production in 1947. Mr. Lindquist will supervise all manufacturing divisions and the company's porcelain pottery in Washington, N. J. He joined the company in 1939.

★ ★ ★

WILLIAM H. BALDWIN has been elected president and treasurer and Seth L. Cowles, Jr. assistant treasurer of the Stanley Chemical Co., a subsidiary of The Stanley Works, it has been announced by John C. Cairns, president of The Stanley Works.

Mr. Baldwin succeeds William J. Kerin who received his 50-year service award in January and retired from the company and as a director as of April 1.

THE ELECTION of Austin Kuhns to the post of senior vice president of The Farrel-Birmingham Company, Ansonia, has been announced.

Mr. Kuhns, with Farrel since 1922, has been serving as a vice president and finance committee chairman. He pioneered the development of marine propulsion gear systems for lightweight high speed diesel applications.

★ ★ ★

THE ASSETS and business of the Jaquith Carbide Die Corporation of Lynn, Mass. have been purchased by Pratt & Whitney Company, Inc., West Hartford, manufacturer of machine tools, cutting tools and gages.

Richard W. Banfield, vice president of Pratt & Whitney and general manager of its small tool division, indicated that the company would undertake an immediate expansion program to enlarge Jaquith plant facilities and production. The division will remain in Lynn.

★ ★ ★

LOUIS ZAHRONSKY, treasurer and controller of the Wiremold Co., West Hartford, died recently at his home. Mr. Zahronsky was a past president

Accepted Procedure...

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Athlete's foot
with modern
DOLGE Fungicides

DUSTING Alta-Co Foot Powder on the feet and inside shoes

FOOT BATH Alta-Co Powder dissolved in water for group prophylaxis

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Booklet on
Athlete's Foot
Control

DOLGE
WESTPORT, CONNECTICUT



THE AMERICAN PUBLIC RELATIONS ASSOCIATION, at its twelfth annual awards dinner held in the Presidential Room of the Hotel Statler, Washington, presented for the first time a certificate of notable achievement for outstanding public relations to a community, a labor union, and a company. This award was for "The White Elephant Club" program carried out in Adrian, Michigan, which turned a huge aluminum plant owned by the Air Force and operated by Bridgeport Brass Co., into a growing operation. Receiving the certificate from J. L. MacWhitey, chairman of the awards committee of APRA are: (Left to right) Harold B. Dow, assistant to the president, Bridgeport Brass for the company; the Honorable Claude E. Porter, mayor of Adrian, Michigan, for the community; and Chandler Seales, president of Union Local #387, UAW-CIO, for labor.

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Please send me further information concerning Employee Security Service.

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CITY

STATE

of the Hartford Chapter, National Association of Cost Accountants, a member of the West Hartford Exchange Club.

Mr. Zahronsky is survived by his wife and a daughter.

★ ★ ★

WILLIAM H. HAINES, president of Electric Specialty Co. will become chairman of the Stamford-Greenwich Manufacturers Council on July 1.

Other officers for 1956-57, announced by Chairman Malcolm P. Taylor, are Irving G. Snyder, first vice chairman; Harry M. Day, second vice president; Hugh J. Mathews treasurer and Dean Brossman, executive director.

★ ★ ★

JOHN E. COTTER, assistant secretary and assistant treasurer of the Bullard Company, Bridgeport, has retired from active service after almost 39 years with the company.

Mr. Cotter was employed in 1917 as secretary to the late E. P. Bullard, Jr., president of the company at that time. Later he served as assistant to Arthur E. North, retired secretary and treasurer. He was elected assistant secretary and assistant treasurer in 1933.

★ ★ ★

AURIN E. PAYSON, president of the American Thermos Bottle Company, Norwich, was elected vice chairman of the board of directors, it has been announced. The action is in accordance with the company's retirement program.

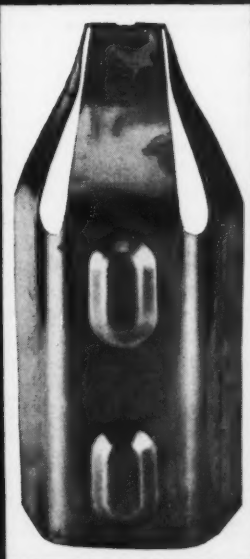
Arthur H. Payson, vice president and general manager was elected president and general manager. He had been a vice president of the company since 1938. Trevor K. Cramer, vice president of the company and president of its subsidiary, Plastene Corporation of Crawfordville, Indiana, was elected first vice president of the American Thermos Bottle Company.

Aurin Payson has held the office of president and general manager of American Thermos since 1928. He joined the company in the early twenties. He will continue as a director and chairman of the company's finance committee.

Shareholders of the company also voted to change the name of the company to the American Thermos Products Company, more fully reflecting the diversified character of the company's activities.

★ ★ ★

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37%

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Presteel cut unit cost on a problem stamping

A leading maker of bottle washing equipment* came to Presteel with a pressing problem.

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Could the problem be cut down to size? The Presteel engineering team, backed by the best facilities in the East, went right to work . . . and produced a stroke of genius!

One stroke did it — the powerful stroke of a large-bed press that stamped the finished part in seconds! Thanks to special tooling, five operations were rolled into one.

Result? Savings of 37% over multi-operation methods. Unit cost cut 37% from the start. On-the-nose accuracy and close tolerances made possible by one unvarying operation. Speedy delivery — just two working days from scratch, vs. two to three weeks by older methods.

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rington, has announced the details of an important tie-in of its apprenticeship program with the Selective Service System.

Under the program three plans are available for young men who desire to learn the trades of toolmaker, die-maker or machinist.

Plan A provides for renewable deferments from the draft for the full period of apprenticeship, and is very comparable to the deferments granted college students. Draft Boards are authorized to grant deferments to Union Hardware apprentices by the State Selective Service Headquarters. Men under age 35 are eligible to apply.

Plan B is available for youths under 18½ years of age. After serving in the armed forces for six months of active duty, the youth may begin his apprenticeship training at Union Hardware. He will be a member of the Ready Reserve of the armed forces and will participate in reserve training while employed as an apprentice.

Plan C provides for "promotion" of the apprentice upon completion of his training from the Ready Reserve into the Standby Reserve. Such journeymen will not be required to participate in reserve training.

★ ★ ★

LEWIS H. WHITNEY was elected president of Whitney Chain Company, Hartford, at a recent meeting of the company's stockholders and board of directors.

At the same time other elections to top management posts were announced, including Einar A. Hanson as vice chairman of the board, Brennis G. Tyrrell, executive vice president and

treasurer; and Miss Leota G. MacKenzie as assistant secretary.

The new president is not related to the Whitney family. He started with the company as a designer and chief draftsman, was later appointed chief engineer and works manager, and was elected a vice president in January 1955.

★ ★ ★

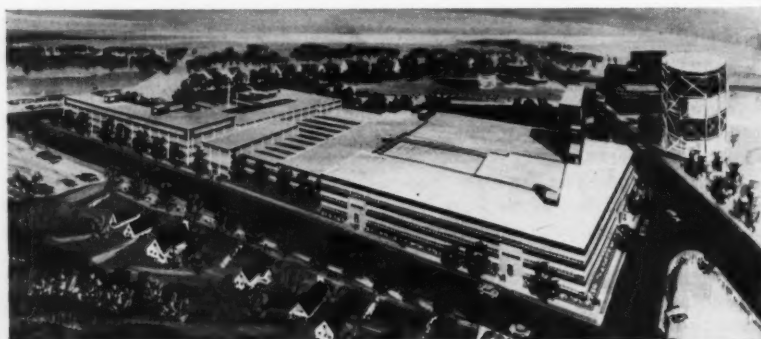
"PERMACODE" hook-up wires, combining high temperature operating characteristics with permanent and positive identification, are now being manufactured by Revere Corporation of America, Wallingford.

The new wires, insulated with extruded du Pont teflon suitable for continuous operation up to 210°C, are available in fifteen solid colors and any combination of two, three or four colors. The insulating material comes in both solid and striped colors and provides inherently permanent coding, a significant advance in striping technique, according to the manufacturer.

★ ★ ★

PLANS FOR A LABORATORY in Danbury, Connecticut have been announced by Mosler Safe Company. The laboratory will be used to develop electronic protection equipment for banks and business. The first buildings on the newly-purchased 7½ acre site are expected to be under construction later this year.

Mosler's diversification into electronics will ultimately require all of the Danbury site, according to Edwin H. Mosler, Jr., president of the 108-year-old company.



THIS IS the first view of Pitney-Bowes' main offices and factory as they will look when a \$3,000,000 expansion program is completed two years hence. With the western half added (right) the postage meter firm's buildings will gain 230,000 square feet of floor space. A new 1½-story finishing building (top center) will house polishing, plating, painting and heat-treating operations, plus powder metal parts production. Rest of the structure will house manufacturing, engineering and office operations.

What Presidents Think About at Night

(Continued from page 15)

that this is the most promising of the approaches to the problem and that results so far have justified it, in the case of my own company, at least.

By one means or another, we need to produce a type of business executive who, after carefully learning that all balls are round, will not be completely flabbergasted the first time he meets one that has a square side.

And he will meet them, for we live in a complicated world—a world that has spiritual and moral problems even greater than its economic and technical problems. If the kind of business system we now have is to survive, it must be staffed by men who can deal with problems of both kinds.

Businessmen today, and in the visible tomorrows, will need to know how to earn a profit and why it is good for everyone that a profit should be earned. That's obvious. They also need to know how to get along with, and direct the efforts of other human beings, both individuals and groups. And, finally, every businessman needs to know enough about the society in which he lives and operates so that he can follow its changes intelligently, adjusting himself and his enterprise to changing conditions, and making sure that his business serves its most useful purpose for society.

Behind Clothes Doors in Red Satellites

(Continued from page 17)

who seemed anxious, he said, to hear about fashion trends of the U.S.A. "I told them that, where my particular formal line was concerned, there wasn't a hamlet in the country—from Briceville, Tenn., to Tallulah, La., which didn't represent a tuxedo customer. . . . I told him that boys in service order dress-up clothes; that kids still in high school take courses in Correct Dress; that organizations such as the YWCA and YMCA order our brochures and are interested in social niceties for their students. . . . Even prison inmates order tuxedos while they're still in stripes! There's no class-consciousness in America," I assured my Soviet inquisitors.

"Needless to say, they didn't believe I was telling the simple truth. They thought I was a propaganda agent—

from where I don't know, unless they thought maybe Emily Post sent me."

The Kremlin intelligentsia, for all its brainpower, has begun to feel the shrinking power of its Red line where its fashion faux pas are concerned. However, the nature of the Soviet Plan is such that there appears little they can do, at present, about this dilemma. The state budgets give heavy industry uncontested priority; appropriations

for the consumer goods industry have been cut. For another year, there is no assurance of either availability of goods or retail price reduction.

"We can always tell the Red citizens by their shabby cover," one Romanian escapee told Free Europe Press. He talked from bitter experience. Before the Communists took over, Romanians were known to be among the best-dressed peoples of the world.

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SPECIAL small delivery truck — held by Merchants for emergency shipments — is loaded. Merchants' assistant warehouseman has union driver's license for just such a situation.

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Special service on industrial chemicals is routine at Merchants Chemical. Thirty-five years experience has given Merchants a close understanding of customer problems . . . the kind of understanding that provides ahead of time for emergencies. The instance cited above illustrates the foresighted co-

ordination that is typical of the service available from any one of Merchants' nationwide chain of offices and stock points. Products offered include acids, alkalis, fungicides, surfactants, chlorinated solvents, emulsifiers, laundry compounds, soaps, dry ice and chemical specialties.



WAVED ON at gate by plant guard, Merchants truck speeds past waiting vehicles right through to unloading area.



DELIVERY COMPLETED to waiting lift truck. Total time from initial call — less than 45 minutes!



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HOW WOULD YOU DECIDE?

In this department each month there will be published labor relations grievances that were settled by arbitration. Read the grievances and check your opinion against the arbitrators ruling. Selection of cases made by MAC counsel.

Can the arbitrator give any consideration to a disputed verbal agreement which was not incorporated in the contract?

Here's what happened.

The agreement with the company employees who were driver-salesman provided for an increase in certain commissions and then said "all other commissions remaining the same". Some time after the agreement was signed and while it was in force the company increased its prices on certain services, but continued to pay the drivers commissions based on the old prices. The union objected and claimed that under the clause quoted above, the drivers should get the same percentage commission on the prices as revised. The company claimed that it had lost its records in the flood and did not have the notes it made during the negotiations, but also claimed that the union did agree that if the company increased its prices, the commissions of the drivers would not be applied to such an increase.

How much weight should be given to the company's claim under such circumstances?

The Arbitration Board was of the opinion that the dispute may have arisen more from a misunderstanding on the part of the parties rather than from bad faith. Although it was admitted that the possibility of increasing prices during the term of the contract had been discussed during negotiations, the union denied that it ever agreed to waive its commission on any such increases. The Board decided that since the contract contained no qualification limiting the application of the commission and in the face of the explicit provision we quoted, that the board had no authority to give any consideration to a disputed verbal agreement. Consequently, the company must pay the full commission on the full price as increased.

How much discretion does a company have in ignoring seniority when the contract permits skill to be considered?

Here's what happened.

The provision in the contract under which the grievance arose required that seniority must be observed in recall from layoff except "where an employee has a skill required for the work remaining not possessed by persons of equal or greater seniority". The dispute arose when an employee who had less seniority than the person who was complaining, was recalled while both were on layoff. The senior employee claimed that he had done some of the work

involved and therefore should have been recalled first. The principal part of the work was a difficult intricate assembly operation. The employee recalled had nearly 1½ years on this job and also a long period of prior experience on similar work, whereas the complaining employee had worked on the job from time to time for a total period of "some weeks", or a couple of months at the most. Also, the complaining employee was learning the job from the other employee and in general had worked under his supervision or direction. Was the difference in skill between these two men sufficient to justify rehiring the junior employee without regard to seniority?

The arbitrator decided that although the clause in question is not phrased in terms of a degree of skill, it seems obvious that to some extent comparison of skill must be considered. He felt that even though the senior employee had never performed the work, it could not be said that he did not possess some skill at that kind of work since he had done similar work. However, the employer must be given some discretion in determining the relative skill under the clause of the contract

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and the evidence established the fact that the employee recalled possessed the degree of skill necessary for the efficient economic operation of the job to an extent not possessed by the senior employee.

Can the company unilaterally segregate and assign a new job classification at a lower rate of pay to one element of a job?

Here's what happened.

A certain job had included a number of elements for many years. The employer felt it would be more economical and more efficient if one simple element in that job were segregated and made a new job by itself with a new classification and a new rate corresponding to the requirements of the job. The union objected and contended that either the particular part of the job should be returned to the original classification and again joined with the other elements or that the employee doing the new classification should receive the old and higher rate.

Is the company allowed that flexibility in its operations?

The arbitrator agreed with the union. He felt that since the employer could not unilaterally lower the rate being paid for a given job classification, the employer likewise could not unilaterally lower the rate for a part of the original job. He decided that the company could not divide a job into various elements and assign these various elements to new job classifications at lower rates but that once a job classification was established any breakdown of its elements must carry the rate for the original complete job classification.



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Applications ran the gamut of stamped and roll-formed products from the relatively simple ones to some of the toughest.

THE RECORD

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99.654%

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A CAKE AND A PLEDGE

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As Associated celebrates its anniversary it looks confidently to the future, having learned from the past that a superior, personalized service necessarily is geared to the needs of its customers. It has pledged its future to an everyday application of this principle . . . to give a motor transport service that is *better today than yesterday, better tomorrow than today.*



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TRANSPORTATION

By EDWARD M. MAMULSKI

Traffic Manager

Waterborne Exception Rates and Ratings in Official Territory

THE General Freight Traffic Committee of the Eastern Railroads has recently published a proposal to transfer the current waterborne exception rates and ratings in Official territory to a new tariff. The rates apply on export, import, coastwise and inter-coastal traffic in this area. At the present time these rates are shown in a number of tariffs. Furthermore, these rates must be increased by the various Ex Parte increases that have become effective since the old tariffs were issued. The waterborne rates are to be published in a new commodity-column tariff similar to the tariff which is now in use for domestic rail shipments in Official territory. These rates will reflect the port relationships where such port rate relationships are now observed. Where port relationships are not observed, the domestic rail rates will apply on waterborne traffic in Official territory and these rates will also be brought forward in the new tariff. The waterborne rates in the new commodity-column tariff will be made subject to the docket 28300 groupings and the rates will reflect all of the general rate increases including the Ex Parte 196-A increase. The effective date of the new tariff is indefinite.

Recent Transportation Tax Ruling on Export Shipments

When the foreign consignee and the ultimate foreign destination is not shown on the domestic bill of lading for an export shipment, and it is not accompanied by an export exemption certificate form 1363, the carrier must then collect the 3% transportation tax. Should an exemption certificate be presented to the carrier at a subsequent date, the carrier may not refund this tax. In such cases, the person who paid the tax to the carrier may file a

claim for the refund of this tax with his local district director of Internal Revenue. (Ruling 55-725)

The Ex Parte 196 Increase

On March 2, the I.C.C. approved a general freight rate increase of 6% for all rail carriers operating throughout the entire country. The effective date of this rate increase (in Ex Parte No. 196) was March 7, 1956. According to the figures that were reported in the April issue of "Transport Economics," a publication that is prepared by the Commission's Bureau of Transport Economics and Statistics, the 6% increase in freight rates because of certain exemptions and hold downs has resulted in an average increase in freight rates for the respective commodity groups as follows: Products of agriculture 4.9 per cent, animal and animal products 5.2 per cent, products of the mines 4.9 per cent, products of the forest 5.8 per cent and 6 per cent for manufactured products and less than carload freight.

Two Large Motor Carriers Plan to Merge

Spector Freight System and the Mid-States Freight Lines have filed an application with the I.C.C. seeking approval to merge. Both of these carriers serve points in Connecticut and their operating rights extend over similar territory to Chicago, Illinois. In fact Mid-States serves points as far west as Kansas City, Mo. and Spector, St. Louis, Mo. If the Commission approves this merger, the two companies will create a new trucking system which will directly serve 15 of the top 20 commercial and industrial markets of the country. Approximately 15,000 miles of interstate and intrastate operating rights, 3,000 employees and a combined fleet of about 2,600 units of tractors and trailer equipment will make up the new trucking system.

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PUBLIC RELATIONS

BY A. CARL MESSINGER

Public Relations Director

IN WEBSTER'S 1951 dictionary, it says the following concerning public relations: "The activities of a corporation, union, government, or other organization in building and maintaining sound and productive relations with special publics, e.g. customers, employees or stockholders and with the public at large, so as to adapt itself to the environment and interpret itself to society."

One current definition of public relations is to do well and get credit for it. Another is that it is the impressions that we make on others and the effect of those impressions on them and on ourselves.

Public Relations News states: "Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and executes a program of action to earn public understanding and acceptance."

Connecticut Industry defines public relations as "an expression of a business philosophy which recognizes the need

for adjustment and harmony between business and the other major factors in the social framework of our civilization."

What is your definition?

We'd like to hear from you who are working actively in the field. By actively, we do not refer only to the public relations director. The president of an organization is often his own very active public relations emissary.

Speaking at a recent B B D O agency pr conference, John M. Lamb said, "Public relations in its broadest sense is always long-range in viewpoint—never short-range or expedient,—always preventive,—anticipating and avoiding trouble,—rather than putting out fires; always integrated in top-management thinking on all business decisions,—never an after thought to the decision itself."

This being the era of contests, it would be nice if we could offer for the best definition a trip to Paris or a gold-plated Cadillac. The budget is not that elastic, however, and so we can only say that your definition would

be appreciated and passed along to many other men working in the field who are equally interested in arriving at a phrase that will allow us pretty much to know what we are talking about.

Or do you agree with John Hill, of Hill & Knowlton, Inc., who says, "It is difficult, if not impossible, to define because public relations cannot be isolated. It is not a separate function."

Disregarding Mr. Hill, we feel that it should be possible to assemble a wide range of definitions from industry by the time the Association holds its Annual Meeting on Wednesday, September 12, at Yale University in New Haven. One of the panel sessions of that day will be devoted to public relations. We hope to see you there!

From the viewpoint of this organization, the public relations program of the Manufacturers Association of Connecticut is devoted to telling the story of Connecticut industry and the positive benefits it extends to every citizen. We believe that Connecticut industry has a great record of achievement in terms of both humanity and production. But this record needs to be told to the public much more than it has ever been told. The job can only be accomplished through voluntary every day effort on the part of all of us in industry.

There are many outstanding public relations programs being carried on by Connecticut industry. We need, however, to activate a greater segment of manufacturing to tell the story of its contribution to a way of living that for all of the people cannot be excelled in any other area of the world.

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BUSINESS TIPS

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Book Vs. Market Value of Common Stock

By HARRY D. KERRIGAN

Professor of Accounting

BOOK value is seldom, if ever, the same as market value of common stock for any company. This subject is investigated below from two approaches: first from the standpoint of factors that naturally cause the two values to differ from each other; and secondly, from the standpoint of factors that connect the two values and give them a definite relationship.

Factors Causing Difference. Book value is based on accounting. Generally accepted accounting procedures do not undertake to record and report current values of all assets. As one looks at a balance sheet, he is impressed with the fact that nearly all assets are valued at historical cost—cost at the time the assets were acquired. Recently acquired assets do represent recent costs and hence current value or approximation of it. The older an asset is in possession of its present owner, the farther it is from current value. In a period of rising prices, such as we have been experiencing the last couple of decades, the bias of book values is consistently one way, namely, below current values. The depth of this bias is necessarily not uniform between companies; it depends on such matters as a company's line of business, its age, and the rate of its growth.

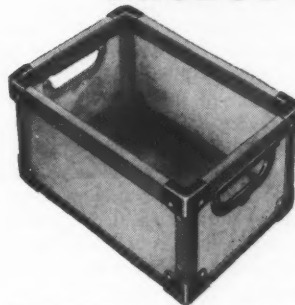
Market value of common stock as, say, established by purchase and sale transactions on a public stock exchange, is the epitome, on the other hand, of current value. While a great many influences are at work shaping current value of common stocks, representing an inter-play of rational and irrational human behavior, the net effect of them all is to establish the current worth of a

company. The process of the market place in arriving at current value, in other words, may leave something to be desired to the logical mind, but the process does lead to current value by which people buy and sell common stocks.

Factors that Relate the Two Values. To begin with, book values of assets are rooted in past market values. Thus a building in, say, its twentieth year of service to its present owner reflects a gross cost which was market value at the time of purchase twenty years ago. Secondly, common stock prices do not stray far for very long from their moorings in facts directly or indirectly traceable to book values. Stock buyers (or their advisors) usually check current prices by noting the "cash yield" per cent implied for such prices. To illustrate, if the established dividend for a given stock is \$4 per year, and the stock sells currently for \$80, the cash dividend yield on the stock is 5%. Since dividend payouts depend on earnings, and since earnings are measured and reported in accordance with book values, the tie, or at least a definite relationship, between market value and book value is undeniable. The relationship is even one link shorter if current market prices are checked directly by noting the per share earnings of the stock.

Checking stock prices by a stock's dividend and earnings performance helps keep such prices within a range of tolerance for purposes of trading on a public stock exchange. A stock is tagged "high" or "low" depending on its position on the upper or lower fringes of the range of tolerance at any time. The point of interest here

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is the influence of book value phenomena on market value.

Is Book Value a Dangerous Influence? Plausible anxiety is expressed by some accountants and financial analysts on the market's reliance on dividend payouts and reported earnings in setting prices of common stocks. It is quite unrealistic, say the observers, to build market values on the basis of dividends and earnings because these factors reflect conventional accounting. The essence of this view is that earnings as reported are too high, and that they show no correction for costing out historically more valuable dollars against current revenue made up of watered-down dollars, in a period of price inflation such as the continuing rise of prices during the past two decades.

An example should help show how this dangerous influence is exerted. Assume that the reported earnings of a company are \$6 per share, and that it is the policy of this company to pay out 50% of its earnings in dividends. Assume also that for this stock the market is currently pricing it at a 5% cash yield basis. The market price is therefore \$60 on the basis of a cash

dividend of \$3. Now assume that reported earnings are overstated, because of conventional accounting, by one-third, causing a dividend payout of \$3 instead of \$2, and leading to a market price of \$60 instead of \$40.

Cases from the Record. A comparison of market value and book value is made below for two nationally known corporations (figures are in millions of dollars):**

	1947	1948	1949	1950	1951	1952	1953	1954	1955
Company A:									
Market value	41	33	38	61	73	83	84	166	186
Book value	42	48	52	58	65	69	73	81	91
Company B:									
Market value	91	85	91	135	181	228	244	974	649
Book value	138	151	157	179	201	225	259	288	375

Company A is a container manufacturer, and Company B is a rubber manufacturer. It is of course unwise to peg generalizations on statistics for two companies; and none will be made. Certainly in the two instances presented there is a marked and ever-

**Market value is determined by multiplying year-end price per share by year-end shares outstanding. Book value is determined from year-end balance sheets.

widening gulf during the last few years between market value and book value. While neither in theory or in practice is there evidence that market and book values should coincide or approximate each other, or even move together in the same direction in any preconceived pattern, the sharp and increasing disparity between the values may well reflect, in an important degree, an improper base for measuring earnings.

Today's high level of common stock prices could well be inordinately high, in other words, because of the important degree in which it is based on overstated earnings reflecting conventional accounting. This is clear from the two cases presented; only a wider statistical study could show how representative they are of listed common stocks generally.

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"THIS IS AUTOMATION"

YOU are all aware of how rapidly our economy is expanding, and how it is expected to keep on expanding during the years ahead. It is estimated that the national economy will increase by 40% during the next ten years, and the available work force will increase by only 14%.

To meet this growing market then, and to maintain our present standard of living, we will have to increase our productivity. As our factories become more productive—and more automatic—it results in a greater need for Management to integrate the thinking about product design, standardization, marketing strategies, manufacturing facilities, project financing, and customer acceptance.

With Management thinking in terms of the total business, the effects of automation may be demonstrated by discussing briefly some of the factors affecting it.

First, let's talk about standardization of products and product lines.

Standardization is one of the keys of economical automation. Through standardization, low volume parts may be used on common components thus providing the volume necessary for automation. But this is only the beginning, for through standardizing our product lines, we will have fewer models, and with fewer models of a particular item, we will be less likely to run out of stock. This means greater customer satisfaction and convenience, and faster turnover will mean lower inventory.

The process of standardization starts with the combined efforts of marketing, engineering, and manufacturing. The engineer must first think in terms of standardized components and equipment. Then, the marketing people must sell it to the customer. The customer must be shown that he can obtain more value, better quality, for less money, by purchasing a standardized item. Standardization is the only solution whereby we can fulfill the market demands during the next decade—yet we continually underestimate what

standardization can do for us and business as a whole.

Next to standardization, probably the most important factor affecting automation is simplification. Simplification of product design, of manufacturing process and equipment, and of business procedure. Through simplification of product design, many manual operations may be designed out of the product and, at the same time, the product can then be designed for automatic manufacturing techniques.

New office machines available today offers many opportunities for the simplification of routine clerical and accounting procedures. Simplification, like standardization, is one of the keys to automation.

In the manufacturing area, we should be on the outlook for new and simplified processes, and new equipment should be designed simply so that it is easy to maintain and service.

This brings up the next important point—the urgent need to train people, to upgrade their skills. In many industries today when a new automatic machine is installed in a plant adequately trained people to run them are not available, nor are there adequately trained people to service them. When an automation program is started, we should at the same time start to plan to upgrade the skills of those who will be responsible for operating and maintaining the program. This applies equally to Management, office personnel, and the factory worker. The importance of recognizing the need for upgrading the skills of our people and then helping them do it, can often mean the difference between success or failure of an automation program.

In discussing automation, the question always comes up regarding manufacturing facilities and equipment. Business with standardized high production lines generally think of equipment in terms of their "product." Equipment is obtained to manufacture a given design life expectancy. The equipment is flexible between narrow

limits, and it has only the necessary controls and features.

Businesses that have a large variety of products generally think of their equipment in terms of "processes." This type of equipment is completely flexible between broad limits and permits the job shop operator with high enough volume of similar items to purchase fully automatic equipment.

Management's decision as to which type of equipment to purchase (in terms of "product" or in terms of "process") will become increasingly important as we progress in automation.

For it's up to Management—Management with vision, enthusiasm, and imagination—to apply this *way of manufacturing* to their businesses. They must determine the degree of automation that their business requires and can support economically, and then develop an overall progressive step-by-step program and see that it is properly carried out. Management must also determine what changes will be made, whether in product design, standardization, manufacturing processes, marketing techniques, or plant layout. Some or perhaps all of these may have to be altered in order to apply automation successfully.

While the physical results of automation may be seen as machines and equipment on the factory floor, it must begin as an attitude in the minds of Management. We can not just add controls, gadgets, transfers, or hardware without a well thought out program. Many processes today *can* be automated—the question is not whether they can be automated, but rather, "why" and "when" should they be automated? These are some of the challenges today for Management.

The Connecticut Light and Power Company, The Connecticut Power Company, The Hartford Electric Light Company, The Housatonic Public Service Company and The United Illuminating Company.

SPOTLIGHT ON THE FUTURE*

By MARSHALL PEASE
Assistant Manager of Purchases
Detroit Edison Company
Detroit, Michigan

General Business Conditions

THE May reports of Purchasing Executives contributing to the Business Survey reveal that the pace of the over-all industrial stride, though far from sluggish, is tending toward a trot rather than a gallop. Not since early 1954 have so many shown a reduction in production and new orders. For example, the May returns have 28% reporting better production compared with 37% in April, and 21% showing reduced production against 14% a month ago. Those reporting production the same remained essentially unchanged, 51% in May and 49% in April. In the new order column, 33% report improvement compared with 36% a month ago, while 26% list a reduction in demand against 19% in April. No change in new order receipts is indicated by 41%, with 45% so reporting last month.

Commodity prices give some indica-

* Composite opinion of purchasing agents who comprise the N.A.P.A. Business Survey Committee, whose Acting Chairman is Marshall Pease, Assistant Manager of Purchases, The Detroit Edison Company, Detroit, Michigan.

tion of leveling and inventories show little or no change. Employment is down slightly due to layoffs and bad weather. Some lengthening in lead time is noted in buying policies due to shortages of several basic materials.

Of those who answered a special survey of the effect of the policy of making price increases to cover all or part of expansion costs, 76% reported some or considerable effect from this factor on current prices. There were many who felt that increased prices may be necessary to recover such costs unless tax relief, depreciation and depletion allowances and improved productivity by workers can provide for the necessary expansion where materials are short.

Commodity Prices

The price pressures reported by Committee members last month have leveled off in May, with 61% indicating higher prices compared with 76% last month. In April 3% said prices were lower, while this month 5% showed declines. There were 34%

listing prices the same, an increase of 13% over April. Sufficient inventories and a peak-off in nonferrous metals, steel scrap and rubber were the predominant factors in limiting the price spiral.

Inventories

The Committee members' reports reflect little change in the inventory price picture in May. Their statements indicate that the accumulation of goods as a hedge against further inflation has reached at least a tentative maximum point with deliveries of first quarter orders completed. In May 33% have higher stocks, no change is shown by 54% and 13% carry less inventory in this category than in April.

Buying Policy

There is some indication of lengthening of lead time in the purchasing of production materials. The comments of the reporting members indicate this is due to shortages of many basic materials such as steel, copper, lumber, etc. Those ordering in the 60-day range increased to 39% and those in the 90-day range to 27%. A drop to 22% was noted in the 30-day lead time and to 3% on a hand-to-mouth basis.

No conclusions could be drawn on MRO supplies ordering since fluctuations were minor and followed no pattern. The percentages are: hand-to-mouth—15%, 30 days—38%, 60 days—30%, 90 days—14%, 120 days and over—3%.

For capital expenditures, as expected, there are still 62% reporting their buying in the 120 days and over category. Another 22% require at least 90 days lead while only 16% are satisfied with 60 days or less.

Specific Commodity Changes

Concern over possible steel strikes this Summer and current stock-piling have caused many more than usual to report noticeable shortages of a large number of steel items.

On the up side are: Aluminum, steel, steel pipe, magnesium, paper, corrugated cartons, vegetable oils, lumber, coal, gasoline, raw sugar, electric motors and electrical equipment.

On the down side are: Brass, copper, steel scrap, tin, scrap paper and rubber.

In short supply are: Aluminum, some copper items, nickel, steel (plate, shapes, structural, pipe, stainless, sheets), titanium dioxide, selenium, monel, paper, kraft papers, cellophane, lumber, electrical equipment and valves.



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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

IN March the index of general business activity in Connecticut declined to an estimated 18% above normal, one percentage point lower than February. A sharp drop in freight movement because of heavy snows was primarily accountable. Factory man-hours and cotton activity decreased slightly. On the other hand, the construction component showed considerable improvement and employment recorded a moderate gain.

The United States index of industrial activity remained at an estimated 17% above normal in March as very moderate declines in the metals, lumber, and paper and printing components were about offset by mild advances in the remaining items.

Unemployment

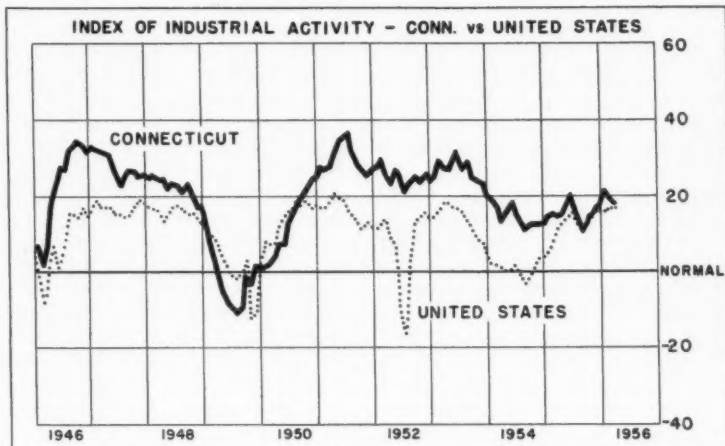
The improvement in the Connecticut economy during the past twelve months shows up in the number of workers receiving unemployment compensation. For the week ending March 17 only 2.6% of those in covered employment received payments compared with 3.7% in the corresponding week of 1955.

% COVERED WORKERS RECEIVING UNEMPLOYMENT COMPENSATION

	Week Ending	
	3-17-56	3-19-55
CONNECTICUT	2.6%	3.7%
ANSONIA	3.3	3.5
BRIDGEPORT	3.0	3.8
BRISTOL	3.4	4.7
DANBURY	4.1	4.9
DANIELSON	7.8	14.8
HARTFORD	1.6	2.3
MANCHESTER	7.0	7.2
MERIDEN	2.8	4.6
MIDDLETOWN	4.0	5.8
NEW BRITAIN	2.3	3.3
NEW HAVEN	1.6	2.8
NEW LONDON	3.5	5.0
NORWALK	1.4	2.5
NORWICH	5.9	7.7
STAMFORD	2.1	3.0
THOMPSONVILLE	1.3	2.9
TORRINGTON	3.3	6.1
WATERBURY	2.3	4.4
WILLIMANTIC	5.9	4.5

Thompsonville had the best showing of all labor market areas with only 1.3% on the unemployment compensation rolls. Norwalk, Hartford and New Haven followed closely. Danielson had the poorest record, but showed the biggest improvement over last year going down from 14.8% to 7.8%. Willimantic was the one area which worsened during the period. One year ago only Hartford was below 2½%

STATE BUSINESS DECLINES MODERATELY

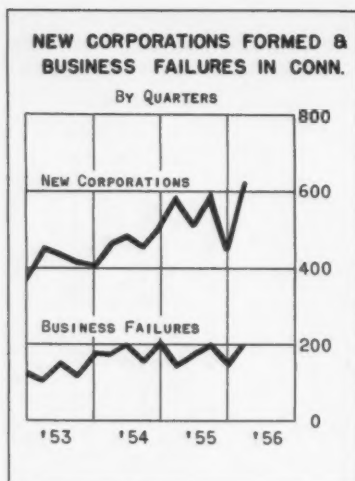


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whereas seven areas are under that figure at present.

Construction

Construction activity in Connecticut, as measured by the square feet of floor space contracted for, declined for the third consecutive quarter.

However, a sharp rise was recorded in March and it now appears that the downward trend will be checked during the second quarter when warmer weather brings the usual upswing in both residential and non-residential construction.

Bank Debits

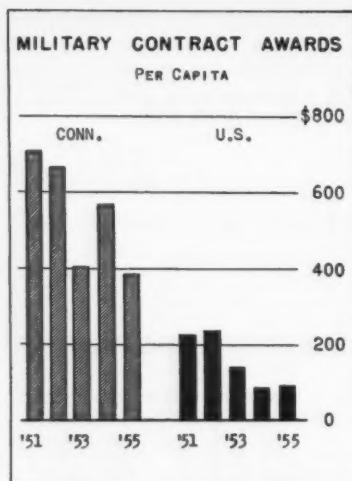
Total bank debits against demand deposits for the six principal cities in Connecticut have risen steadily since late 1954, the beginning of the present business expansion.

The level of bank debits—payment by check—is a good indicator of the business climate since it measures the volume of payments for goods and services. Included are checks drawn by individuals, corporations, partnerships and State and political subdivisions. Interbank transactions and debits to the Federal Government accounts are excluded.

Military Contracts

The importance of Connecticut industry in the preparedness program is revealed in the summary of military prime contract awards recently released by the Defense Department. Connecticut led all other States on a per capita basis in 1955 with \$392 compared with a national average of \$97. In 1954 the corresponding figures were \$571 and \$84, respectively.

It is significant to note that Connect-



icut's portion of total awards declined measurably by comparison with 1954 figures. Yet the State's economy took the drop in stride indicating a healthy capacity to fill the gap with non-defense production.

Going Around in Circles at Macton Machinery Co.

(Continued from page 8)

application in this particular field was in the construction of a 10' diameter turntable approximately 3' high on which a Hammond Organ was placed. This rotates 1 revolution in six minutes and is equipped with special collector rings so that the audio and RF circuits from the Hammond Organ are transmitted to an amplifying unit remote from the turntable which feeds speakers throughout a large bowling alley. This particular turntable is located in the center of a 200' long bar.

Parking

In the field of parking either for actual parking of automobiles or otherwise as a solution to the parking problem, the use of turntables is increasing rapidly. One of the applications is in connection with a parking lot which is somewhat narrow. In this case, a turntable is placed at the end of the lot and serves to turn cars 180 degrees in order that they may drive out after parking. Another application which not only helps the parking situation but also is a substantial contribution to reducing bottlenecks due to street parking, is the use of a turntable in connection with drive-in banks, as used by down-town banks who have a narrow lot of 25' and up in width. It

is quite impossible to turn a car in a space as narrow as this. The solution, therefore, is by the installation of a turntable. In this particular case, the turntable is 22' diameter and is controlled entirely automatically by photo electric eye beams. When a car is in correct position on the turntable, it automatically rotates the desired number of degrees, facing the car in the direction of the teller's window. The use of a turntable, therefore, makes all the difference between being in the drive-in business and not and, as many bankers are painfully aware, the lack of drive-in facilities is the best way of losing customers to a competitive bank who does have such facilities.

Industrial

The industrial field is probably the largest potential source of business for turntables, and one which, in the opinion of Mr. Johnston, has hardly been touched. Macton Machinery Company has built a large number of the so-called transfer-car type in which a transfer car riding on rails rolls on to the turntable which is used for changing the direction of the car onto another set of rails in a location where a curve would be quite impossible. Other applications, of course, include heavy duty turntables for radar applications, some of which are built with elevating devices or other special purpose equipment. By their very nature, industrial turntables are usually of a very heavy duty and some built by Macton Machinery Company have been on the order of 10, 20 and 30 ton capacity.

Since its products are of a rather unusual nature, frequently requiring protracted negotiation on a technical basis, the Company does not feel that direct salesmen can be of too great value, at least not at this juncture. Consequently, it advertises very heavily in such media as Sweets Catalogue, Thomas Register, telephone classified, and other trade publications having national distribution. The success of this policy can be judged from the fact that the Macton Machinery Company has customers from Helsinki, Finland to Honolulu and from Canada to Peru.

The Company is both technically and physically equipped to build turntables of any size—for any service—for any application. Its motto is "If it turns, Macton will build it". To paraphrase an old saying somewhat, nothing pleases the Macton organization more than when it is "going around in circles".

ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

Incentives For Office Operations

By ARTHUR E. FAIN

THE use of incentive payments for office and clerical operations is a topic of increasing interest to office managers. This expanding interest parallels the rapid developments now taking place in the use of work measurement for office activities.

The inter-relationship of work measurement and the use of incentives is so close in some organizations that some people have come to regard the two activities as one and the same subject. Actually a successful incentive system is created upon foundation of an effective work measurement program. The quality and value of the incentive program is only as good as the foundation of measurement upon which it rests.

Types of Incentive Plans

Incentive plans can be applied in many ways. Generally, the diversified types of individual plans and applications of incentives can be placed into three broad classifications: A. Straight individual piece work, B. Individual incentives with guaranteed wage; C. Group incentives with guaranteed wage.

Most successful incentive plans in use for office and clerical work use a guaranteed wage. This is logically based on the premise that the incentive is a reward for extra productivity and should have no effect on the base salary or rate structure.

The application of incentives to office operations can be accomplished readily where there are concentrations of employees handling large volumes of clearly defined transactions. These would include such areas as central "pools" for typing, filing, sorting, computing, or transcribing. Volumes of

work can be counted by hand or mechanical counter and clear-cut accurate standards established for each transaction. In these cases individual incentives with guaranteed wages (B) can be successfully administered. However, the bulk of office and clerical work for most companies does not fall into these groupings. The majority of office work has a high ratio of variances and contingencies which call for the continual use of judgment. Sufficient study can place this more complex activity on incentives but here the use of group incentives with a guaranteed wage (C) is more feasible.

The Necessity for "Tailoring" Each Application

When developing work measurement standards for office and clerical operations it is necessary to tailor the individual application to the specific requirements of the organization using it. This need carries through to the use of incentives and perhaps more so. The tailoring must be applied not only to the overall installation but also to the complexities and differences of each individual position using incentives.

Despite this necessity for individual tailoring, there are general principles which in the interests of sound industrial economics and good human relations apply to all types of incentive programs.

1. It is fundamental that the incentive plan should have the backing of top management. Actually the decision as to whether to use incentives and the type to be used does rest entirely with top management.
2. An accurate measurement pro-

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gram is the next logical requirement preceding any type of incentive.

3. The incentives developed from these accurate measurements should be simple in form and easily understood by the employee. Standards which are developed for the analysis of capacity and therefore geared primarily to the requirements of the supervisor may not be sufficiently individualized to adequately meet this specification. Additional work may be required so that the standard can be compared to the performance of each employee. This principle of simplicity when using incentives is an important one and proper planning in the formulative stages of a program can adequately handle the problem.
4. Incentives should realize advantages of increased productivity to management and advantages of higher wages to the employee. The incentive should reward the employee for his efforts but care should be exercised that these rewards are proportionate and in fair perspective. The determination of the incentive formula is the controlling factor in insuring that this is accomplished.
5. Standards used in determining incentives should not be changed once established unless clear-cut justification for such changes exist. Office operations are constantly changing in line with our changing economy and this principle can be sidetracked in the shuffle of continuing new developments. It is fair and necessary that standards be changed in accordance with current operations but when incentives and employee morale are involved the handling of these bona-fide changes requires straightforward explanation and proper handling.
6. The plan must be easily workable so that the cost of the mechanics of operation does not exceed the savings.
7. The plan should be well controlled and subject to periodic audit. Incentive payments involve the outlay of company cash and require the same types of controls applied to other dollar disbursement points in the organization. Some index of production must

(Continued on page 64)

CONNECTICUT ADVERTISING SERVICES

A DESCRIPTION OF THE PRINCIPAL ADVERTISING SERVICES
RENDERED BY LEADING ADVERTISING AGENCIES IN THE STATE.



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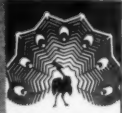
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IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings purchased by Connecticut manufacturers. Interested buyers may secure further information by writing this department. Connecticut manufacturers desiring to list their products in this department should write the Editor for listing rates.

(Advertisement)

Accounting Forms		Aluminum Bronze Castings		Bags—Paper	
Baker-Goodyear Co The	New Haven	Knapp Foundry Company Inc	Guilford	Continental Can Co Paper Container Div	Kensington
Accounting Machines		Aluminum Castings		Bakelite Moldings	
Underwood Corporation	Bridgeport	Eastern Malleable Iron Company The	Naugatuck	Watertown Mfg Co The	Watertown
Adding Machines		Newton-New Haven Co 688 Third Avenue	West Haven	Balls	
Underwood Corporation	Bridgeport	Charles Parker Company The	Meriden	Abbott Ball Co The (steel bearing and burnishing)	Hartford
Adhesives		Aluminum Extrusions		Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford
Polymer Industries Inc	Springdale	Bridgeport Brass Company	Bridgeport	Kilian Steel Ball Corp The	Hartford
Advertising Mats		Aluminum Forgings		Banbury Mixers	
Lockwood Sons Inc Wm H	Hartford	Bridgeport Brass Company	Bridgeport	Farrel-Birmingham Company Inc	Ansonia
Advertising Plates		Consolidated Industries Inc	West Cheshire	Barrels	
Lockwood Sons Inc Wm H	Hartford	Scovill Manufacturing Company	Waterbury 91	Abbott Ball Co The (burnishing and tumbling)	Hartford
Advertising Specialties		Aluminum Ingots		Hartford-Steel Ball Co The (tumbling)	Hartford
H C Cook Co The 32 Beaver St	Ansonia	Lapides Metals Corp	New Haven	Rolock Inc	Fairfield
Halco Co	New Haven	Aluminum Sand Castings		Bathroom Accessories	
Aerosol Products		Bridgeport Deoxidized Bronze Corp	Bridgeport	Autoyre Company The	Oakville
Bridgeport Brass Company	Bridgeport	Aluminum—Sheet and Rod		Charles Parker Co The	Meriden
Air Compressors		Scovill Manufacturing Company	Waterbury	Batteries	
Spencer Turbine Co The	Hartford	Aluminum—Sheets & Coils		Electrical Div Olin Mathieson Chemical Corp (flashlight, radio, hearing aid and others)	New Haven
Air-Conditioning		United Smelting & Aluminum Co Inc	New Haven	Bearings	
Bush Manufacturing Co The	West Hartford	Ammunition		Fafnir Bearing Co (ball)	New Britain
Norwalk Airconditioning Corp The (forced air heating units oil fired)	South Norwalk	Arms and Ammunition Div Olin Mathieson Chemical Corp	New Haven	Marlin-Rockwell Corporation	Plainville
Air Ducts		Remington Arms Co Inc and Peters Cartridge Div	Bridgeport	New Departure Div of General Motors (ball)	Bristol
Wiremold Co The (Retractable)	Hartford	Anodizing		Norma-Hoffmann Bearings Corp (ball and roller)	Stamford
Air Heaters—Direct Fired		Comco Inc Div of Enthone Inc	New Haven	Bellows Assemblies	
Peabody Engineering Corporation	Stamford	Leed Co The H A	Hamden	Bridgeport Thermostat Div Robertshaw—Fulton Controls Co	Milford
Air Impellers		Anodizing Equipment		Bellows—Metallic	
The Torrington Manufacturing Co	Torrington	Comco Inc Div of Enthone Inc	New Haven	Bridgeport Thermostat Div Robertshaw—Fulton Controls Co	Milford
Aircraft		Asbestos		Bells	
Sikorsky Aircraft Division United Aircraft Corporation (helicopters)	Bridgeport	Auburn Manufacturing Company The (gaskets, packings, wicks)	Middletown	Bevin Brothers Mfg Co	East Hampton
Aircraft Accessories		Asbestos & Rubber Packing		Marlin-Rockwell Corporation	East Hampton
Chandler Evans Div Pratt & Whitney Co Inc. (Piston and Jet Engine Accessories—Carburetors, Fuel Controls, Afterburner Regulators, Pumps, Servomechanisms and Protek Flugs)	West Hartford	Colt's Manufacturing Company	Hartford	N N Hill Brass Co The	East Hampton
Fenn Mfg Co The (Hardened and Ground Gears assemblies)	Newington	Asarcon Bronze		Belt Fasteners	
Gabb Special Products Div E Horton & Son Company (filler caps—pressure fuel servicing systems)	Windsor Locks	Knapp Foundry Company Inc (bushing & bearing stock)	Guilford	Saling Manufacturing Company (patented self-aligning)	Unionville
Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment)	Windsor Locks	Assemblies—Small		Belting	
Manning Maxwell & Moore Inc (aircraft pressure switches and jet engine afterburner control systems)	Danbury	Barnes Co The Wallace Div Associated Spring Corp	Spring	Hartford Belting Co	Hartford
Russell Manufacturing Company The (CAA approved safety belts; webbing and hardware for safety belts; shock rings and shock cord; ring and cord hardware; webbing for all aircraft applications)	Middletown	Greist Manufacturing Co The	New Haven	Russell Mfg Co The	Middletown
Aircraft Components		Humason Mfg Co The	Forestville	Bends—Pipe or Tube	
Aircraft Welding & Mfg Co Inc	Hartford	J H Sessions & Son	Bristol	National Pipe Bending Co The	160 River St New Haven
Aircraft Engine Timing Tools		Auto Cable Housing		Bicycle Coaster Brakes	
Gabb Special Products Div E Horton & Son Company	Windsor Locks	Wiremold Company The	Hartford	New Departure Div General Motors Corp	Bristol
Aircraft Engines		Automatic Control Instruments		Bicycle Sundries	
Lycoming Division Avco Manufacturing Corp	Stratford	Bristol Co The (temperature, pressure, flow, humidity, time)	Waterbury	New Departure Div General Motors Corp	Bristol
Aircraft Fasteners		Automatic Screw Machine Products		Binders Board	
Scovill Manufacturing Company (PANELOC Aircraft Fasteners)	Waterbury	C K & B Machine Co Inc (Swiss)	Bethel	Colonial Board Company	Manchester
Aircraft Instruments		Automobile Accessories		Blackening Salts for Metals	
Gorn Electric Company Inc	Stamford	Kilbourn-Sauer Company (lights and other accessories)	Fairfield	Enthone Inc	New Haven
Aircraft—Repair & Overhaul		Automotive Bodies		Mitchell-Bradford Chemical Co	Bridgeport
Airport Department Pratt & Whitney Aircraft Division	Rentschler Field East Hartford	Metropolitan Body Company	Bridgeport	Black Oxide Finishing	
Aircraft Sheet Metal Work		Automotive Parts		Black Oxide Inc	New Britain
Aero Form Co	New Haven	Bridgeport Thermostat Div Robertshaw—Fulton Controls Co (automobile thermostats)	Milford	Black Oxide Treatment	
Aircraft Studs & Bolts		Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown	Bennett Metal Treating Co The	Elmwood
Britton Mfg Co Inc The	Hartford	Raybestos Division of Raybestos-Manhattan Inc (Brake Lining, Lined Brake Shoes, Clutch Facings, Automatic Transmission Parts, Fan Belts, Radiator Hose and Miscellaneous Rubber)	Bridgeport	Blades	
Aircraft Test Equipment		Automotive & Service Station Equipment		Capewell Manufacturing Company Metal Saw Division (hack saw and band saw)	Hartford
United Manufacturing Co Division of The W L Maxson Corp	Hamden	Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91	Blocks	
Alumilite Aluminum Sheets		Automotive Tools		Howard Company (cupola fire clay)	New Haven
Leed Co The H A	Hamden	Eis Manufacturing Company	Middletown	Blower Fans	
				Colonial Blower Company	Plainville
				Spencer Turbine Co The	Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Blower Systems	
Colonial Blower Company	Plainville
Ripley Co	Middletown
Blower Wheels	
Torrington Manufacturing Company The	Torrington
Blueprints and Photostats	
Joseph Merritt & Co	Hartford
Boilers	
Bigelow Co The	New Haven
General Electric Company (Residential oil and gas fired steam and hot water)	Bridgeport
Bolts and Nuts	
Blake & Johnson Co The (nuts machine screw-bolts, stove)	Waterville
Clark Brothers Bolt Co	Milldale
Bonderizing	
Clairglow Mfg Company	Portland
Box Board	
Bird & Son Inc	New Britain
Federal Paper Board Co Inc	Montville, New Haven & Versailles
Lydall & Foulds Paper Co The	Manchester
Robertson Paper Box Co The	Montville
Gair Company Inc Robert	Montville
New Haven Board and Carton Co The	New Haven
Boxes	
Bird & Son Inc (corrugated, solid fibre, cleated containers)	New Britain
Clairglow Mfg Company (metal)	Portland
Connecticut Container Corporation	New Haven
Gair Company Inc Robert (corrugated and solid fibre shipping containers)	Portland
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham
Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup)	Bridgeport
Boxes and Crates	
City Lumber Co of Bridgeport Inc The	Bridgeport
Boxes—Folding	
Leshine Carton Co	Branford
Boxes—Metal	
Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes)	Durham
Scovill Manufacturing Company (aluminum, brass, bronze, copper-cosmetic, drug, hair pin, ointment, pill, powder, rouge, vanity)	Waterville
Boxes—Paper—Folding	
Atlantic Carton Corp	Norwich
Bridgeport Paper Box Co	Bridgeport
Curtis & Sons Inc S	Sandy Hook
Folding Cartons Incorporated (paper, folding)	Versailles
Gair Company Inc Robert	Montville
H J Mills Inc	Bristol
National Folding Box Co Div Federal Paper Board Co Inc (paper folding)	New Haven and Versailles
New Haven Board and Carton Co The	New Haven
Robertson Paper Box Co	Montville
Warner Bros Co The	Bridgeport
Boxes—Paper—Setup	
Box Shop Inc The	New Haven
Bridgeport Paper Box Co	Bridgeport
Heminway Corporation The	Waterville
H J Mills Inc	Bristol
Strouse Adler Company The	New Haven
Warner Bros Co The	Bridgeport
Braid—Elastic & Non-elastic	
Essex Mills Inc	Essex
Brake Cables	
Eis Manufacturing Co	Middletown
Brake Linings	
Raybestos Division of Raybestos-Manhattan Inc (Automotive and Industrial)	Bridgeport
Russell Mfg Co The	Middletown
Brake Service Parts	
Eis Manufacturing Co	Middletown
Brass & Bronze	
American Brass Co The (sheet, wire, rods, tubes)	Waterville
Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport
Bristol Brass Corp The (sheet, wire, rods)	Bristol
Chase Brass & Copper Co	Waterville
Miller Company The (phosphor bronze and brass in sheets, strips, rolls)	Meriden
Plume & Atwood Mfg Co The (sheet, wire, rod)	Thomaston
Scovill Manufacturing Company	Waterville 91
Seymour Mfg Co The (strip, sheet & wire)	Seymour
TinSheet Metals Co The (sheets and rolls)	Waterville
Western Brass Mills Division of Olin Industries Inc (sheet, strip)	New Haven
Brass & Bronze Ingot Metal	
Mitchell Smelting & Refining Co Inc	Botsford
Plume & Atwood Mfg Co The	Thomaston
Whipple and Choate Company The	Bridgeport
Brass, Bronze, Aluminum Castings	
Charles Parker Company The	Meriden
Victors Brass Foundry Inc	Guilford
Brass Goods	
American Brass Company The	Waterville
Plume & Atwood Mfg Co The (to order)	Waterville
Rostand Mfg Co The (Ecclesiastical Brass Wares)	Millford
Scovill Manufacturing Company (to order)	Waterville 91
Western Brass Mills Div Olin Mathieson Chemical Corp	New Haven
Brass Mill Products	
American Brass Company The	Waterville
Bridgeport Brass Co	Bridgeport
Chase Brass & Copper Co	Waterville
Plume & Atwood Mfg Co The	Thomaston
Scovill Manufacturing Company	Waterville 91
Western Brass Mills Div Olin Mathieson Chemical Corp	New Haven
Brick-Building	
Donnelly Brick Co The	New Britain
Bricks—Fire	
Howard Company	New Haven
Mullite Refractories Co The	Shelton
Bright Wire Goods	
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks)	New Haven
Broaching	
Hartford Special Machinery Co The	Hartford
Bronze & Aluminum Castings	
Charles Parker Co	Meriden
Knapp Foundry Company Inc (rough or machined)	Guilford
Bronze Sand Castings	
Bridgeport Deoxidized Bronze Corp	Bridgeport
Brooms—Brushes	
Fuller Brush Co The	Hartford
Buckles	
B Schwanda & Sons	Staffordville
G E Prentice Mfg Co The	Kensington
Hawie Mfg Co The	Bridgeport
North & Judd Manufacturing Co	New Britain
Patent Button Co The	Waterville
Risdon Manufacturing Co John M	Russell Div Naugatuck
Buffing & Polishing Compositions	
Apothecaries Hall Co	Waterville
Lea Mfg Co	Waterville
Burners	
Plume & Atwood Mfg Co The (kerosene oil lighting)	Thomaston
Burners—Automatic	
Peabody Engineering Corporation	Stamford
Burners—Coal and Oil	
Peabody Engineering Corporation (Combined)	Stamford
Burners—Gas	
Peabody Engineering Corporation (Blast Furnace)	Stamford
Burners—Gas and Oil	
Peabody Engineering Corporation (Combined)	Stamford
Burners—Refinery	
Peabody Engineering Corporation (For Gas and Oil)	Stamford
Burnishing	
Abbott Ball Co The (Burnishing Barrells and Burnishing Media)	Hartford
Burs	
Pratt & Whitney Co Inc	West Hartford
Busways	
Distribution Assemblies Department, General Electric Co	Plainville
Buttons	
B Schwanda & Sons	Staffordville
Frank Parizek Manufacturing Co The	Putnam
Patent Button Co The	Waterville
Scovill Manufacturing Company (Uniform and Tack Fasteners)	Waterville 91
Western Brass Mills Inc (Uniform and Fancy Dress)	Waterville
Cabinets	
Charles Parker Co The (medicine)	Meriden
Cabinet Work	
Hartford Builders Finish Co	Hartford
Cable—Asbestos Insulated	
Rockbestos Products Corp	New Haven
Cable-Interlocked Armor	
General Electric Company	Bridgeport
Cable—Nonmetallic Sheathed	
General Electric Company	Bridgeport
Cable—Service Entrance	
General Electric Company	Bridgeport
Cages	
Andrew B Hendryx Co The (bird and animal)	New Haven
Cams	
American Cam Company Inc	Hartford
Hartford Special Machinery Co The	Hartford
Rowbottom Machine Company Inc	Waterville
Canvas Products	
F B Skiff Inc	Hartford
Capacitors	
Electro Motive Mfg Co Inc The (mica & trimmer)	Willimantic
Carbide Drawing Dies	
State Products Co (eyelet special shape dies)	Oakville
Carbide Shape Dies	
Thomaston Tool & Die Co (any form)	Thomaston
Carbide Tools	
Precision Tool & Die Co	Waterville
Card Clothing	
Standard Card Clothing Co The (for textile mills)	Stafford Springs
Carpenter's Tools	
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vices)	New Haven
Carpet	
B F Goodrich Sponge Products Division	Shelton
Carpet Cushion	
B F Goodrich Sponge Products Division	Shelton
Carpets and Rugs	
Bigelow-Sanford Carpet Co	Thompsonville
Casters	
Bassick Company The (Industrial and General)	Bridgeport
Casters—Industrial	
George P Clark Co	Windsor Locks
Castings	
Connecticut Foundry Co (grey iron)	Rocky Hill
Connecticut Malleable Castings Co (malleable iron castings)	New Haven
Charles Parker Company The (brass, bronze, aluminum)	Meriden
Ductile Iron Foundry Inc	Stratford
Eastern Malleable Iron Company The (malleable iron, metal and alloy)	Naugatuck
Farrel-Birmingham Company Inc (Meehanite, Nodular, Iron, Steel)	Ansonia
Hartford Electric Steel Corp The (stainless steel)	Hartford
Plainville Casting Company (gray, alloy and high tensile irons)	Plainville
Malleable Iron Fittings Co (malleable iron and steel)	Branford
McLagon Foundry Co (grey iron)	New Haven
Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
Philbrick-Booth & Spencer Inc (grey iron)	Hartford
Producto Machine Company The	Bridgeport
Scovill Manufacturing Company (Brass & Bronze)	Waterville 91
Turner & Seymour Mfg Co The (gray iron, semi steel and alloy)	Torrington
Union Mfg Co (grey iron & semi steel)	New Britain
Waterbury Foundry Company The (highway & sash weights)	Waterville
Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Castings—Investment Arwood Precision Casting Corp Cements—Refractory Mullite Refractory Co The Centers Ready Tool Co The (anti friction, carbide tipped, high speed) Chain Risdon Manufacturing Co John M Russel Div Turner and Seymour Mfg Co The (weldless, sash, jack, safety, furnace, universal, lion and cable) Chain—Bead Auto-Swage Products Inc Bead Chain Mfg Co The Chain—Power Transmission and Conveying Whitney Chain Company Chairs The Hitchcock Chair Company Chemical Analysis State Testing Laboratory Chemical Manufacturing Carwin Company The Chemicals American Cyanamid Company Apothecaries Hall Co Carwin Company The Macalaster Bicknell Company MacDermid Incorporated Nauvauk Chemical Division Ruhber Co New England Lime Company Pfizer & Co Inc Chas Chemicals—Agriculture Nauvauk Chemical Division Rubber Co (insecticides, fungicides, weed killers) Christmas Light Clips Foursome Manufacturing Co Chromium Plating Chromium Corp of America Chromium Process Company The City Plating Works Inc Chucks Cushman Chuck Co The Horton Chuck Div The E Horton & Son Company Jacobs Manufacturing Co The Union Manufacturing Company Chucks—Drill Jacobs Manufacturing Co The Chucks & Face Plate Jaws Cushman Chuck Co The Union Mfg Co Horton Chuck Div The E Horton & Son Company Chucks—Power Operated Cushman Chuck Co The Union Manufacturing Company Circuit Breakers Trumbull Components Department, Electric Co Circulating Pumps Corley Co Inc The Clay Howard Company (Fire Howard "B" and High Temperature Dry) Cleaning Compounds Enthone Inc (Industrial) Foy Electro-Chemical Co (industrial) Cleansing Compounds MacDermid Incorporated Clock Mechanisms Lux Clock Mfg Co The Clocks E Ingraham Co The Seth Thomas Clocks United States Time Corporation The Clocks—Alarm Lux Clock Mfg Co The Clocks—Automatic Cooking Lux Clock Mfg Co The Clutches Snow-Nabstedt Gear Corp The Clutch Facings Raybestos Division of Raybestos-Manhattan Inc (Molded, Woven, Semi-metallic and Full-metallic) Russell Mfg Co The Coatings Bischoff Chemical Corporation (Peelable Plastic Coatings)	Groton Shelton Bridgeport Nauvauk Torrington Shelton Bridgeport Hartford Riverton Bridgeport North Haven Waterbury Waterbury North Haven New Haven Waterbury United States Canaan Groton United States Nauvauk Groton United States Nauvauk Bristol Waterbury Shelton Bridgeport Hartford West Hartford Windsor Locks New Britain West Hartford Hartford New Britain Windsor Locks Hartford New Britain General Plainville Plainville New Haven New Haven Ansonia Waterbury Waterbury Bristol Thomaston Waterbury Waterbury Waterbury Bristol Thomaston Waterbury Waterbury Waterbury Middletown Ivoryton	Coil Winding Machines Boesch Mfg Co Inc Coils Dano Electric Company Coils—Electric Bittermann Electric Company Coils—Pipe or Tube National Pipe Bending Co The Whitlock Manufacturing Co The Cold Molded Electrical Insulation Meriden Molded Plastics Commercial Heat Treating A F Holden Company The Commercial Truck Bodies Metropolitan Body Company Compacts Scovill Manufacturing Company (powder and rouge) Comparators Pratt & Whitney Co Inc (Electro-limit and Air-O-Limit) Complete Plating Dept. Installations Foy Electro-Chemical Co Compressors Norwalk Company Inc (high pressure air and gas) Computers Newton Co The (electronic) Reflectone Corporation The Concrete Products Plastricrete Corp Condenser and Heat Exchanger Tubes Bridgeport Brass Company Scovill Manufacturing Company Cones Sonoco Products Co (Climax-Lowell Div) (Paper) Consulting Engineers McNeal J D (Electrical and Electronic) Stanley P Rockwell Co Inc The (Consulting) Continuous Mill Gages Pratt & Whitney Co Inc Contract Machining Laurel Mfg Co Inc (Precision Production Small Parts) Malleable Iron Fittings Company Charles Parker Co Contract Manufacturers Fenn Mfg Co The (Precision Machine Work) Greist Mfg Co The (metal parts and assemblies) Merriam Mfg Co (production runs—metal boxes and containers to specifications) Charles Parker Co (sheet metal fabricators) Plume & Atwood Mfg Co The (metal parts and assemblies) Scovill Manufacturing Company (metal parts and assemblies) J H Sessions & Son Controllers Bristol Company The Manning Maxwell & Moore Inc Controls—Remote Panish Controls (Remote Controls for Marine & Aeronautic Applications) Converters DC to AC Electric Specialty Co Conveyor Systems Leeds Conveyor Mfg Co The Production Equipment Co Copper American Brass Corp The (sheet, wire, rods, tubes) Bridgeport Brass Company (sheet, rod, wire and tubing) Bristol Brass Corp The (steel) Chase Brass & Copper Co (sheet, rod, wire tube) Thinsheet Metals Co The (sheets and rolls) Western Brass Mills Div Olin Mathieson Chemical Corp	Danbury Winsted Canaan New Haven Hartford Meriden West Haven Bridgeport Waterbury West Hartford Ansonia South Norwalk Manchester Stamford Hamden Bridgeport Waterbury Mystic New Haven Hartford Plainville Branford Meriden Newington New Haven Durham Meriden Thomaston Waterbury 91 Bristol Waterbury Stratford Bridgeport Stamford East Haven Meriden Waterbury Waterbury Bridgeport Waterbury New Haven	Copper Castings Knapp Foundry Company Inc Copper Sand Castings Deoxidized Bronze Corp Copper Sheets American Brass Company The New Haven Copper Co The Copper Shingles New Haven Copper Co The Copperware Bridgeport Brass Company (cooking utensils) Copper Water Tube American Brass Company The Bridgeport Brass Co Cords—Asbestos Insulated General Electric Company Cords—Braided General Electric Company Cords—Heater Essex Mills Inc General Electric Company Cords—Portable General Electric Company Cord Sets—Electric General Electric Company Seeger-Williams Inc Cork Cots Sonoco Products Co (Climax-Lowell Div) Corrugated Box Manufacturers Connecticut Container Corporation Corrugated Containers Inc Corrugated Shipping Cases Connecticut Container Corporation Connecticut Corrugated Box Div Robert Gair Co Inc D L & D Container Corp 87 Shelton Ave Cosmetic Containers Eyelet Specialty Co The Plume & Atwood Mfg Co The (metal) Scovill Manufacturing Company Cosmetics J B Williams Co The Cotton and Asbestos Wicking Bland Burner Co The Cotton Yarn Floyd Cranks Co The Counting Devices Veeder-Root Inc Couplings Scovill Manufacturing Company (hose and tube) Couplings—Self-Sealing Sperry Products Inc Cranes and Conveyors J-B Engineering Sales Co Crushers Farrel-Birmingham Company Inc (Stone and Ore) Cups—Paper Continental Can Co Paper Container Div Cushioning for Packaging B F Goodrich Sponge Products Division Gilman Brothers Co The Cut Stone Dextone Co The Cutters Barnes Tool Company The (pipe cutters, hand) Mitrametric Co The (ground pinion) Pratt & Whitney Co Inc (Milling Cutters all types) Cutting & Creasing Rule Bartholomew Co H I Cyl. Gauges & Tools J & S Machine Co Inc Deep Hole Drilling & Reaming Hamden Deep Hole Drilling Co Wilson Arms Co The	Guilford Bridgeport Waterbury Seymour Seymour Bridgeport Waterbury Bridgeport Bridgeport Essex Bridgeport Bridgeport Bridgeport Bridgeport Bridgeport Mystic New Haven Hartford Portland New Haven Waterbury Thomaston Waterbury Glastonbury Hartford Moosup Hartford Waterbury New Haven Kensington Gilman New Haven New Haven Torrington West Hartford Bristol Hartford Hamden Hartford (Advt.)
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IT'S MADE IN CONNECTICUT

Deep Drawings Stanley Pressed Metal New Britain	Drafting Accessories Joseph Merritt & Co Hartford	Electric Timing Motors Sessions Clock Co The (small) Forestville
Delayed Action Mechanism M H Rhodes Inc Hartford R W Cramer Company Inc The Centerbrook	Draft Inductors Corley Co Inc The Plainville	Electric Underfloor Duct System General Electric Company Bridgeport
Deminerallizers Crystal Research Laboratories Hartford Foy Electro-Chemical Co (industrial) Ansonia	Drill Presses Townsend Mfg Co The H P Elmwood	Electric Wire General Electric Company Bridgeport Rockbestos Products Corp (asbestos insulated) New Haven
Design and Development Sight Light Div The American & Machine & Foundry Co (electrical and electronic equipment) Deep River	Drilling Machines Howe & Faut Inc (Turret Type) East Norwalk Pratt & Whitney Co Inc (Deep Hole) West Hartford	Electric Wiring Devices Arrow-Hart & Hegeman Electric Co The Hartford
Development Work Saybrook Manufacturing Inc Old Saybrook	Drilling and Tapping Machinery Hartford Special Machinery Co The Hartford	Electric Woven Heating Elements Pre-Fab Heating Co Inc Guilford
Diamonds—Industrial Diamond Tool and Die Works Hartford	Drop Forgings Atwater Mfg Co Plantville Billings & Spencer Co The Hartford Consolidated Industries West Cheshire Wilcox Crittenden & Co Inc Middletown	Electrical and Electronic Assemblies Sight Light Div The American Machine & Foundry Co Deep River
Dictating Machines Dictaphone Corporation Bridgeport Gray Manufacturing Company The Hartford SoundScriber Corporation The New Haven	Druggists' Rubber Sundries Seamless Rubber Company The New Haven	Electrical Conduit Fittings & Grounding Specialties Gillette-Vibber Company The New London
Die Cast Dies C & F Tool & Die Corp Bridgeport	Duplicating Machines—Automat'c Pratt & Whitney Co Inc West Hartford	Electrical Connectors Burndy Engineering Co Inc Norwalk
Die Castings Mt Vernon Die Casting Co Stamford Newton-New Haven Die Inc New Haven	Duplicator Tables Regent Machine Co Bridgeport	Electrical Control Apparatus Plainville Electrical Products Co The Plainville
Die Casting Dies ABA Tool & Die Co Manchester Eastern Machine Screw Corp The Truman & Barclay Sts New Haven Parker Stamp Works Co The Hartford Weimann Bros Mfg Co The Derby	Elastic Narrow Fabric Essex Mills Inc Essex	Electrical Goods A C Gilbert Co New Haven
Die Heads—Self Opening Eastern Machine Screw Corp The New Haven Geometric Tool Division, Greenfield Tap & Die Corp New Haven	Electric Cables General Electric Company (for residential, commercial and industrial applications) Bridgeport Rockbestos Products Corp (asbestos insulated) New Haven	Electrical Motors Electric Specialty Co Stamford U S Electrical Motors Inc Milford
Die Polishing Machinery Hartford Special Machinery Co The Hartford	Electric Clocks Sessions Clock Co The (alarm, kitchen, occasional and office) Forestville	Electrical Recorders Bristol Co The Waterbury
Die Sets Pratt & Whitney Co Inc (Precision) West Hartford Producto Machine Company The Bridgeport Union Mfg Co (precision, steel and semi-steel) New Britain	Electric—Commutators & Segments Cameron Elec Mfg Co The (rewinding motors) Ansonia	Electrical Relays and Controls Allied Control Co Plantsville
Die Sinkers Pratt & Whitney Co Inc West Hartford	Electric Cord Springs Bristol Spring Manufacturing Co Plainville	Electrical Switchboards Plainville Electrical Products Co The Plainville
Dies Hoggson & Pettis Mfg Co The 141 Brewery St New Haven Mitrametric Co The (ground for gears) Torrington Parker Stamp Works Inc The (plastics and die castings) Hartford Pratt & Whitney Co Inc (Monocone and Ducone Dies) West Hartford	Electric Cord Cords General Electric Company Bridgeport Rockbestos Products Corp (asbestos insulated) New Haven	Electrical Test Equipment McNeal J D New Haven
Dies & Die Cutting Douglas Co Geo M New Haven	Electric Eye Control Ripley Company Inc Middletown	Electrical Wiring Systems Wiremold Co The Hartford
Dish Drying Machines Colt's Manufacturing Company Hartford	Electric Fixture Wire General Electric Company Bridgeport Rockbestos Products Corp (asbestos insulated) New Haven	Electronic Parts Terryville Manufacturing Co (Stampings to customer specifications) Terryville
Dish Washing Machines Colt's Manufacturing Company Hartford	Electric Hand Irons Winsted Hardware Mfg Co (trade mark "Durability") Winsted	Electronics Gray Manufacturing Company The Hartford McNeal J D New Haven Newton Co The Manchester Ripley Co Middletown Sturup Larabee & Warmers Inc Middletown
Display Containers National Folding Box Co Div Federal Paper Board Co Inc (folding paperboard) New Haven and Versailles	Electric Heating Elements Hartford Element Co Hartford	Electroplating City Plating Works Inc Bridgeport National Sherardizing & Machine Co Hartford Waterbury Plating Company Waterbury
Displays—Metal Durham Mfg Co The (Designing & Mfg to customers' specifications) Durham Merriam Mfg Co (Contract Work to Individual Specifications) Durham Parsons Co Inc W A (custom designed)	Electric Ignition Harnesses General Electric Company Bridgeport	Electroplating—Equipment & Supplies Comco Inc Div of Enthone Inc New Haven Lea Manufacturing Co The Waterbury MacDermid Incorporated Waterbury
Distribution Centers Distribution Assemblies Department, General Electric Co Plainville	Electric Insulation Case Brothers Inc Manchester Stevens Paper Mills Inc The Windsor	Electroplating & Industrial Selenium Rectifiers Foy Electro Chemical Co Ansonia
Door Closers Sargent & Company New Haven Yale & Towne Mfg Co The Stamford	Electric Lighting Fixtures Fan-Craft Mfg Co (residential, church, post lanterns) Plainville Plume & Atwood Mfg Co The Thomaston Wasley Products Inc Plainville	Electroplating Processes & Supplies Enthone Inc New Haven United Chromium Incorporated Waterbury
Doors Bilco Co The (metal, residential and commercial) West Haven	Electric Motor Controls Arrow-Hart & Hegeman Electric Co The Hartford	Electrotypes Barnum-Hayward Electrotype Co Inc New Haven Lockwood Sons Inc Wm H Hartford New Haven Electrotype Div Electrographic Corp New Haven
Dowel Pins Allen Manufacturing Co The Hartford Holo-Krome Screw Corp The West Hartford	Electrical Outlet and Switch Boxes, and Covers General Electric Company Bridgeport	Elevators Eastern Machinery Co The (passenger and freight) New Haven General Elevator Service Co Hartford
	Electric Signs Berger Sign Co Hartford United Advertising Corp New Haven	Enameling Conn Metal Finishing Co Hamden Waterbury Plating Company Waterbury
	Electric Switches Arrow-Hart & Hegeman Electric Co The Hartford	Enameling and Finishing Clairglow Mfg Co Portland
	Electric Time Controls R W Cramer Company Inc The Centerbrook	End Milling Cutters Pratt & Whitney Co Inc West Hartford
	Electric Timers Sessions Clock Co The Forestville	Engines Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
		Envelopes Curtis 1000 Inc Hartford United States Envelope Company Hartford Division Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Envelopes—Stock and Special	
Continental Can Co Paper Container Div	Kensington
Environmental Testing	
State Testing Laboratory	Bridgeport
Extractors—Tap	
Walton Company The	West Hartford
Eyelets	
American Brass Company The	Waterbury
Platt Bros & Co The P O Box 1030	Waterbury
Plume & Atwood Mfg Co The	Thomaston
Scovill Manufacturing Company	Waterbury 91
Stevens Co Inc	Waterbury
Eyelets, Ferrules and Wiring Terminals	
American Brass Company The	Waterbury
Eyelet Machine Products	
American Brass Company The	Waterbury
Ball & Socket Mfg Co The	West Cheshire
Cold Forming Mfg Co The	Waterbury
Plume & Atwood Mfg Co The	Thomaston
Stevens Co Inc	Waterbury
Fabricators	
Scovill Manufacturing Company (aluminum, brass, bronze, copper, steel)	Waterbury
Fan Blades	
Torrington Manufacturing Company The	Torrington
Fancy Dress Buttons and Buckles	
Waterbury Companies Inc	Waterbury
Fans—Electric	
General Electric Company	Bridgeport
Fasteners—Aircraft	
Scovill Manufacturing Company (PANELOC Aircraft Fasteners)	Waterbury
Fasteners—Laundry Proof	
Scovill Manufacturing Company (GRIPPER snap fasteners)	Waterbury
Fasteners—Slide & Snap	
G E Prentice Mfg Co The	Kensington
Scovill Manufacturing Company (GRIPPER zippers and GRIPPER snap fasteners)	Waterbury
Felt	
Auburn Manufacturing Company The (mechanical, cut parts)	Middletown
Drycor Felt Company (paper makers and industrial)	Staffordville
Felt—All Purpose	
American Felt Co (Mill & Cutting Plant)	Glenville
Chas W House & Sons Inc (Mills & Cutting Plant)	Unionville
Fenders—Boat	
B F Goodrich Sponge Products Division	Shelton
Fiber-glass Fabrication	
Davis Co The E J	New Haven
Fibre Board	
Bird & Son Inc	New Britain
Case Brothers Inc	Manchester
C H Norton Co The	North Westchester
Stevens Paper Mills Inc The	Windsor
File Cards	
Standard Card Clothing Co The	Stafford Springs
Films	
Cine-Video Productions Inc	Milford
Finger Nail Clippers	
H C Cook Co The	32 Beaver St Ansonia
Firearms	
Colt's Manufacturing Company	Hartford
Junior Screw Machine Products Inc	West Haven
Marlin Firearms Co The	New Haven
O F Mosberg & Sons Inc	New Haven
Remington Arms Company Inc	Bridgeport
Arms and Ammunition Div Olin Mathieson Chemical Corp	New Haven
Fire Hose	
Fabrics Fire Hose (municipal and industrial)	Sandy Hook
Fireplace Goods	
American Windshield & Specialty Co The	881 Boston Post Road Milford
John P Smith Co The (screens)	423-33 Chapel St New Haven
Fireproof Floor Joists	
Dextone Co The	New Haven
Fireworks	
M Bakes' Sons Inc	Wallingford
Fishing Lures	
Dresser Products Inc	Canaan
Fishing Tackle	
H C Cook Co The 32 Beaver St	Ansonia
Flashlights	
Bridgeport Metal Goods Mfg Co	Bridgeport
Electrical Div Olin Mathieson Chemical Corp	New Haven
Flat Springs	
Bristol Spring Manufacturing Co	Plainville
Gemco Manufacturing Co Inc	Southington
Flexible Shaft Machines	
Pratt & Whitney Co Inc	West Hartford
Floor & Ceiling Plates	
Beaton & Cadwell Mfg Co The	New Britain
Fluorescent Lighting Equipment	
Fullerton Manufacturing Corp	Norwalk
Vanderman Manufacturing Co The	Willimantic
Wiremold Company The	Hartford
Foam Rubber	
B F Goodrich Sponge Products Division	Shelton
Forgings	
Atwater Manufacturing Company	Plantsville
Billings & Spencer Company	Hartford
Capewell Manufacturing Company	Hartford
Cawthra Bros Forge Co	Shelton
Clark Brothers Bolt Co	Milldale
Consolidated Industries Inc	West Cheshire
Heppenstall Co (all kinds and shapes)	Bridgeport
Scovill Manufacturing Company (Non-ferrous)	Waterbury 91
Foundries	
Connecticut Malleable Castings Co (malleable iron castings)	New Haven
Ductile Iron Foundry Inc	Stratford
Farrel-Birmingham Company Inc (Iron and Steel)	Ansonia
Fritzell Foundry & Casting Co The	New Haven
Hartford Electric Steel Corp The	Hartford
Charles Parker Company The (brass, bronze, aluminum)	Meriden
Plainville Casting Company (gray, alloy and high tensile irons)	Plainville
Producto Machine Company The	Bridgeport
Turner & Seymour Mfg Co The (gray, iron, semi steel and alloy)	Torrington
Union Mfg Co (gray iron & semi steel)	New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	Middletown
Fountain Pens and Mechanical Pencils	
Waterman Pen Company Inc	Seymour
Foundry Riddles	
John P Smith Co The	423-33 Chapel St New Haven
Frames—Hack Saw	
Thompson & Son Co The Henry G.	New Haven
Fuel Oil Pump and Heater Sets	
Peabody Engineering Corporation	Stamford
Furnaces	
Norwalk Airconditioning Corp The (warm air oil fired)	South Norwalk
Gate Blocks	
Pratt & Whitney Co Inc (Alloy steel and Carbide, Hoke and USA)	West Hartford
Galvanizing	
Malleable Iron Fittings Co	Branford
Wilcox Crittenden & Co Inc	Middletown
Gaskets	
Auburn Manufacturing Company The (from all materials)	Middletown
Raybestos Division of Raybestos-Manhattan Inc	Bridgeport
Tsingris Die Cutting Corp (from all materials)	Waterbury
Gas Range Conversion Burner	
Holyoke Heater Corp of Conn Inc	Hartford
Gas Scrubbers, Coolers and Absorbers	
Peabody Engineering Corporation	Stamford
Gauges	
Bristol Co The (pressure and vacuum-recording automatic control)	Waterbury
Helicoid Gage Division American Chain & Cable Co The (pressure and vacuum)	Bridgeport
Manning Maxwell & Moore Inc	Stratford
Pratt & Whitney Co Inc (Precision Measurement all types)	West Hartford
Gears	
Mitrametric Co The (blanked fine pitch)	Torrington
Gears and Gear Cutting	
Farrel-Birmingham Company Inc	Ansonia
Fenn Mfg Co The	Newington
Hartford Special Machinery Co The	Hartford
Glass Blowing	
Macalaster Bicknell Company	New Haven
Glass Cutters	
Fletcher-Terry Co The	Forestville
Glass Machinery	
Tavano Mfg Co	Torrington
Gold & Silver Plating	
Donham Craft Inc (on metals & plastics)	Thomaston
Golf Equipment	
Horton Mfg Co The (clubs, shafts, balls, bags)	Bristol
Greeting Cards	
A D Steinbach & Sons Inc	New Haven
Grinding	
Farrel-Birmingham Company Inc (Roll and Cylindrical)	Ansonia
Hartford Special Machinery Co The (gears, threads, cams and splines)	Hartford
Horberg Grinding Industries Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)	19 Staples St Bridgeport
Grinding Heads—Internal	
Pratt & Whitney Co Inc (Pneumatic, High Speed)	West Hartford
Grinding Machines	
Farrel-Birmingham Company Inc (Roll)	Ansonia
Pratt & Whitney Co Inc (Surface, Die, Gear and Cutter Grinders)	West Hartford
Rowbottom Machine Company Inc (cam)	Waterbury
Grommets	
American Brass Company The	Waterbury
Plume & Atwood Mfg Co The	Waterbury
Ground Rubber Rolls	
Saybrook Manufacturing Inc	Old Saybrook
Guards for Machinery	
Wheeler Co The G E	New Haven
Hack and Band Saw Blades	
Capewell Manufacturing Co The	Hartford
Hammers—Carpenters and Machinists	
Capewell Manufacturing Company	Hartford
Hand Tools	
Billings and Spencer Company (wrenches, sockets and shop tools)	Hartford
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives)	Bridgeport
Hardness Testers	
Wilson Mechanical Instrument Div American, Chain & Cable Company Inc	Bridgeport
Hardware	
Basick Company The (Automotive)	Bridgeport
Harlock Products Corp	New Haven
Sargent & Company	New Haven
Wilcox Crittenden & Co Inc (marine heavy and industrial)	Middletown
Yale & Towne Mfg Co The	Stamford
Hardware—Marine & Bus	
Rostand Mfg Co The	Milford
Hardware—Trailer Cabinet	
Excelsior Hardware Co The	Stamford
Hardware, Trunk & Luggage	
Corbin Cabinet Lock Div American Hardware Corp	New Britain
J H Sessions & Son	Bristol
Yale & Towne Mfg Co The	Stamford
Hat Machinery	
Doran Bros Inc	Danbury
Health Surgical & Orthopedic Supports	
Berger Brothers Company The (custom made for back, breast, and abdomen)	New Haven
Heat Elements	
Electroflex Heat Inc	Hartford
Safeway Heat Elements Inc (woven wire resistance type)	Middletown
Heat Exchangers	
Whitlock Manufacturing Co The	Hartford
Heat Treating	
A F Holden Co The 52 Richard St	West Haven
Bennett Metal Treating Co The	1045 New Britain Ave Elmwood
Commercial Metal Treating Co	Bridgeport
New Britain-Gridley Machine Division	New Britain
The New Britain Machine Co	New Britain
Skene Co Inc The William A (metals)	Bridgeport
Stanley P Rockwell Co Inc The	Hartford
296 Homestead Ave	(Adv.)

IT'S MADE IN CONNECTICUT

Heat-Treating Equipment	
Autotype Company The	Oakville
Barnes Co The Wallace Div Associated Spring Corp	Bristol
A F Holden Company The	52 Richard Street West Haven (Main Plant)
Bauer & Company Inc	Hartford
Rolock Inc (Retorts, Muffles, etc.)	Fairfield
Stanley P Rockwell Co Inc The (commercial)	296 Homestead Ave Hartford
Heat Treating Fixtures	
Rolock Inc (Trays, Baskets, etc.)	Fairfield
Wiretex Mfg Co Inc	Bridgeport
Heat Treating Salts and Compounds	
A F Holden Company The	52 Richard Street West Haven
Mitchell-Bradford Chemical Co	Bridgeport
Heaters—Electric	
General Electric Company	Bridgeport
Heating and Cooling Coils	
G & O Manufacturing Co	New Haven
Heating Elements	
Hartford Element Co	Hartford
Heavy Chemicals	
Naugatuck Chemical Division	United States
Rubber Co (sulphuric, nitric and muriatic acids and aniline oil)	
Hex-Socket Screws	
Bristol Company The	Waterbury
Holo-Krome Screw Corp The	West Hartford
High Frequency Alternators	
Electric Specialty Co	Stamford
Highway Guard Rail Hardware	
Malleable Iron Fittings Co	Branford
Hinges	
Homer D Bronson Company	Beacon Falls
Hobs and Hobbings	
ABA Tool & Die Co	Manchester
Parker Stamp Works Inc The	Hartford
Pratt & Whitney Co Inc (Die and Thread Milling)	West Hartford
Holsts	
J-B Engineering Sales Co	New Haven
Holsts and Trolleys	
Union Mfg Company	New Britain
Hose Fittings	
Don Mfg Co J M	Naugatuck
Scovill Manufacturing Company	Waterbury
Hose—Flexible Metallic	
American Brass Co	
American Metal Hose Branch	Waterbury
Hose Supporter Trimmings	
Hawie Mfg Co The (So-Lo Grip Tabs)	Bridgeport
Hydraulic Brake Fluids	
Eis Manufacturing Co	Middletown
Hydraulic Controls	
Sperry Products Inc	Danbury
Hypodermic Needles	
Roehr Products Company	Waterbury
Ice Buckets	
B F Goodrich Sponge Products Division	Shelton
Inductors	
C G S Laboratories Inc	Stamford
Industrial Chemicals	
Foy Electro-Chemical Co	Ansonia
Industrial Chrome Plating	
Mirror Polishing & Buffing Co	Waterbury
Industrial Displays	
Sansone Co S Frederick (Designers Builders and Counselors)	Short Beach
Industrial Finishes	
Chemical Coatings Corporation	Rocky Hill
United Chromium Incorporated	Waterbury
Industrial Tools—Powder Actuated	
Remington Arms Company Inc	Bridgeport
Inks	
Waterman Pen Company Inc	Seymour
Insecticides	
American Cyanamid Company	Waterbury
Insulated Wire & Cable	
Genecal Electric Company (for residential commercial and industrial applications)	Bridgeport
Kerite Company The	Seymour
Insulated Wire & Cable Machinery	
Davis Electric Company	Wallingford
Instruments	
Bristol Company The	Waterbury
J-B-T Instruments Inc (Electrical and Temperature)	New Haven
Manning Maxwell & Moore Inc	Stratford
Pratt & Whitney Co Inc (Precision Measuring)	West Hartford
Insulation	
Gilman Brothers Co The	Gilman
Integrators	
Reflectone Corporation The	Stamford
Interval Timers	
Lux Clock Manufacturing Company	Waterbury
Rhodes Inc M H	Hartford
Jacquard	
Case Brothers Inc	Manchester
Japanning	
J H Sessions & Son	Bristol
Jig Borer	
Moore Special Tool Co (Moore)	Bridgeport
Pratt & Whitney Co Inc	West Hartford
Jigs, Fixtures & Gages	
Federal Machine & Tool Co	Bristol
Jig Grinder	
Moore Special Tool Co (Moore)	Bridgeport
Keller Machines	
Pratt & Whitney Co Inc	West Hartford
Key Blanks	
Sargent & Company	New Haven
Yale & Towne Mfg Co The	Stamford
Labels	
J & J Cash Inc (Woven)	South Norwalk
Naugatuck Chemical Division	United States
Rubber Co (for rubber articles)	Naugatuck
Label Moisteners	
Better Packages Inc	Shelton
Laboratory Equipment	
Eastern Industries Inc	New Haven
Laboratory Supplies	
Macalaster Bicknell Company	New Haven
Laces	
American Fabrics Company The	Bridgeport
Wilcox Lace Corporation	Middletown
Laces and Nettings	
Wilcox Lace Corporation The	Middletown
Lacquers & Synthetic Enamels	
Chemical Coatings Corporation	Rocky Hill
I.Sis Chemicals Inc	Stamford
United Chromium Incorporated	Waterbury
Ladders	
A W Flint Co	196 Chapel St New Haven
Laminated Metal	
Bridgeport Brass Company	Bridgeport
Lamps	
Plume & Atwood Mfg Co The (metal oil)	Waterbury
Lampholders—Incandescent and Fluorescent	
General Electric Company	Bridgeport
Lamp Shades	
Verplex Company The	Essex
Lanterns—Battery Operated	
Electrical Div Olin Mathieson Chemical Corp	New Haven
Lathes—Contin-U-Matic	
Bullard Company, The (vertical multi-spindle-continuous turning type)	Bridgeport
Lathes—Man-Au-Trol	
Bullard Company The	Bridgeport
Lathes—Mult-Au-Matic	
Bullard Company The (vertical multi-spindle-indexing type)	Bridgeport
Lathes—Toolroom and Automatic	
Pratt & Whitney Co Inc	West Hartford
Lathes—Vertical Turret	
Bullard Company The (single spindle)	Bridgeport
Lead Plating	
Christie Plating Co The	Groton
Leather	
Norwich Leather Co	Norwich
Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury
Leather Dog Furnishings	
Andrew B Hendryx Co The	New Haven
The Smith-Worthington Saddlery Co	Hartford
Leather Goods Trimmings	
G E Prentice Mfg Co The	Kensington
Leather, Mechanical	
Auburn Manufacturing Company	The (packings, cubs, washers, etc) Middletown
Letterheads	
Lehman Brothers Inc (designers, engravers, lithographers)	New Haven
Levels—Machinist's Precision	
Bullard Company The	Bridgeport
Light Assemblies	
Saybrook Manufacturing Inc	Old Saybrook
Lighting Accessories—Fluorescent	
General Electric Company	Bridgeport
Lighting Equipment	
Fullerton Manufacturing Corp	Norwalk
Miller Co The (Miller, Duplexalite, Meriden)	Meriden
Lines—Braided	
Essex Mills Inc	Essex
Lime	
New England Lime Company	Canaan
Lipstick Cases	
Scovill Manufacturing Company	Waterbury
Lipstick Containers	
Bridgeport Metal Goods Mfg Co	Bridgeport
Plume & Atwood Manufacturing Co	Waterbury
Lithographers	
O'Toole & Sons Inc T	Stamford
Lithographing	
Kellogg & Bulkeley A Division of	Connecticut
Printers Inc	Hartford
Lehman Brothers Inc	New Haven
A D Steinbach & Sons	New Haven
Locks—Banks	
Yale & Towne Mfg Co The	Stamford
Locks—Builders	
Eagle Lock Co The	Terryville
Sargent & Company	New Haven
Yale & Towne Mfg Co The	Stamford
Locks—Cabinet	
Eagle Lock Co The	Terryville
Excelsior Hardware Co The	Stamford
Yale & Towne Mfg Co The	Stamford
Locks—Special Purpose	
Eagle Lock Co The	Terryville
Yale & Towne Mfg Co The	Stamford
Locks—Suitcase	
Eagle Lock Co The	Terryville
Locks—Suitcase and Trimmings	
Excelsior Hardware Co The	Stamford
Locks—Trunk	
Eagle Lock Co The	Terryville
Excelsior Hardware Co The	Stamford
Yale & Towne Mfg Co The	Stamford
Locks—Zipper	
Excelsior Hardware Co The	Stamford
Loom—Non-Metallic	
Wiremold Company The	Hartford
Lumber & Millwork Products	
City Lumber Co of Bridgeport Inc	Bridgeport
Machetes	
Collins Company The	Collinsville
Lubricants—High Pressure	
Alpha Molykote Corp The	Stamford
Lubricants—Extreme Temperatures	
Alpha Molykote Corp The	Stamford
Lubricating System—Mist	
Thompson & Son Co The Henry G	New Haven
	(Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Machine Design		Machines—Forming		Metal Formings	
Black Rock Mfg Company The	Bridgeport	A H Nilson Mach Co The (four-slide wire and ribbon stock)	Bridgeport	Master Engineering Company	West Cheshire
Machine Tool Designers		Machines—Paper Ruling		Stanley Pressed Metal	New Britain
R & S Company	New Britain	Machines—P'pe & Bolt Threading		Metal Mouldings	
Machine Tools		John McAdams & Sons Inc	Norwalk	Leed Co The H A	Hamden
Bullard Company The	Bridgeport	Machines—Precision Boring		Metalizing	
Pratt & Whitney Co Inc	West Hartford	Capewell Mfg Co The	Hartford	Conn Metal Finishing Co	Hamden
Producto Machine Company The	Bridgeport	Machines—Rolling		Metal Novelties	
Machine Work		New Britain-Gridley Machine Division		H C Cook Co The	32 Beaver St Ansonia
Black Rock Mfg Company The	Bridgeport	The New Britain Machine Co	New Britain	Foy Electro-Chemical Co	Ansonia
Farrel-Birmingham Company Inc	Ansonia	Machines—Slotting		Metal Plating—Gold & Silver	
Fenn Manufacturing Company The (precision parts)	Newington	Globe Tapping Machine Company The (High Production Screw Head Slotting)	Bridgeport	Dorham Craft Inc	Thomaston
Hartford Special Machinery Co The (contract work only)	Hartford	Waterbury Farrel Foundry & Machine Co The (screw head)	Waterbury	Metal Products—Stampings	
National Sheradizing & Machine Co	Hartford	Machines—Spacing Table		American Bras' Company The	Waterbury
Parker Stamp Works Inc The (Special)	Hartford	Bullard Company The	Bridgeport	Plume & Atwood Manufacturing Co	Thomaston
Swan Tool & Machine Co The	Hartford	Machines—Special		I H Sessions & Son	Bristol
Torrington Manufacturing Co The (special rolling mill machinery)	Torrington	Fenn Mfg Co The	Newington	Scovill Manufacturing Company (Made-to-Order)	Waterbury 91
Machinery		Fuller Brush Co The	Hartford	Stanley Pressed Metal	New Britain
Fenn Manufacturing Company The (special)	Newington	Machines—Swaging		Metal Specialties	
Globe Tapping Machine Company (dial type drilling and tapping)	Bridgeport	Fenn Manufacturing Company The	Newington	Excelsior Hardware Co The	Stamford
Hallden Machine Company The (mill)	Thomaston	Machines—Thread Rolling		Metal Spinning	
Torrington Manufacturing Co The (mill)	Torrington	Hartford Special Machinery Co The	Hartford	Moseley Metal Crafts Inc	West Hartford
Machinery—Automatic		Waterbury Farrel Foundry & Machine Co The	Waterbury	Metal Stampings	
Banthin Engineering Company (new and rebuilt)	Bridgeport	Machines—Turks Head		A & B Metal Stamping Co Div	Hunt Mfg Co
Machinery—Bolt and Nut		Fenn Manufacturing Company The	Newington	American Brass Company The	Bridgeport
Waterbury Farrel Foundry & Machine Co The	Waterbury	Machines—Wire Drawing		Autotype Co The (Small)	Waterbury
Machinery—Cold Heading		Fenn Manufacturing Company The	Newington	Better Formed Metals Inc	Waterbury
Waterbury Farrel Foundry & Machine Co The	Waterbury	Manganese Bronze Ingot		DooVal Tool & Mfg Inc The	Naugatuck
Machinery Dealers & Rebuilders		Whipple and Chateau Company	Bridgeport	Excelsior Hardware Co The	Stamford
B. trink Brothers	New Haven	Manicure Instruments		Greist Mfg Co The	503 Blake St New Haven
I L Lucas and Son	Fairfield	W E Bassett Company The	Derby	H C Cook Co The	32 Beaver St Ansonia
State Machinery Co Inc	New Haven	Marine Engines		Humason Mfg Co The	Forestville
Machinery—Extruding		Kilborn-Sauer Company (running lights and searchlights)	Fairfield	Mohawk Mfg Co (threaded)	Middletown
Standard Machinery Co The	Mystic	Lathrop Engine Co The	Mystic	J A Otterbein Company The (metal fabrications)	Middletown
Machinery—Metal-Working		Marine Equipment		J H Sessions & Son	Bristol
Fenn Mfg Co The	Newington	Russell Manufacturing Company The (utility cord and accessory hardware)	Middletown	Patent Button Co The	Waterbury
Waterbury Farrel Foundry & Machine Co The	Waterbury	Wilcox-Crittenden Div North & Judd Mfg Co	Middletown	G E Prentice Mfg Co The	Kensington
Pratt & Whitney Co Inc	West Hartford	Marine Reserve Gears		Plume & Atwood Mfg Co The	Thomaston
Machinery—Nut		Snow-Nabstedt Gear Corp The	New Haven	Saling Manufacturing Company	Unionville
Waterbury Farrel Foundry & Machine Co The (forming and tapping)	Waterbury	Marking Devices		Stanley Pressed Metal	New Britain
Machinery—Screw and Rivet		Hoggson & Pettis Mfg Co The	New Haven	Swan Tool & Machine Co The	Hartford
Waterbury Farrel Foundry & Machine Co The	Waterbury	Parker Stamp Works Inc The (steel)	Hartford	Terryville Manufacturing Co	Terryville
Machinery—Wire Drawing		Material Handling		Verplex Company The (Contract)	Essex
Fenn Mfg Co The	Newington	Parsons Co Inc W A (tote pans)	Durham	Waterbury Lock & Specialty Co The	Millford
Waterbury Farrel Foundry & Machine Co The	Waterbury	Mats—Newspaper		Meters	
Machinery—Wire Straightening		Lockwood Sons Inc Wm H	Hartford	Standard Meter Repair Co The	Shelton
Mettler Machine Tool Inc	New Haven	Mattresses		Meters—Gas	
Machines		Waterbury Mattress Co	Waterbury	Sprague Meter Company	Bridgeport
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport	Metal Boxes		Meters—Parking	
Coulter & McKenzie Machine Co The (special, new development engineering design and construction)	Bridgeport	Parsons Co Inc W A (tool kits)	Durham	Rhodes Inc M H	Hartford
Patent Button Company The	Waterbury	Metal Boxes and Displays		Microfilming	
Machines—Automatic		Durham Mfg Co The (Designing & Mfg to customers specifications)	Durham	American Microfilming Service Company	New Haven
A H Nilson Mach Co The (Special)	Bridgeport	Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombuilt containers and displays)	Durham	Milk Bottle Carriers	
Machines—Automatic Chucking		Charles Parker Co (sheet metal fabricators)	Meriden	John P Smith Co The	423-33 Chapel St New Haven
Bullard Company The	Bridgeport	Metal Cleaners		Mill Machinery	
New Britain-Gridley Machine Division		Apothecaries Hall Co	Waterbury	Torrington Manufacturing Company The	Torrington
The New Britain Machine Co (multiple spindle and double end)	New Britain	Enthone Inc	New Haven	Milling Machines	
Pratt & Whitney Co Inc (Potter & Johnson)	West Hartford	Foy Electro-Chemical Co	Ansonia	Pratt & Whitney Co Inc (Keller Tracer—Controlled Milling Machines)	West Hartford
Machines—Brushing		MacDermid Incorporated	Waterbury	Rowbottom Machine Company Inc (cam)	Waterbury
Fuller Brush Co The	Hartford	Metal Cleaning Machines		Mill Products	
Machines—Contin-U-Matic		Colt's Manufacturing Company	Hartford	Scovill Manufacturing Company (aluminum, brass, bronze, nickel silver—sheet, rod, wire, tube)	Waterbury
Bullard Company The (vertical multi-spindle—continuous turning)	Bridgeport	Metal Finishes		Mill Supplies	
Machines—Draw Benches		Enthone Inc	New Haven	Wilcox-Crittenden Div North & Judd Mfg Co	Middletown
Fenn Manufacturing Company The	Newington	Mitchell-Bradford Chemical Co	Bridgeport	Millwork	
		United Chromium Incorporated	Waterbury	Hartford Builders Finish Co	Hartford
		Metal Finishing		Miniature Precision Connectors	
		Hartford Industrial Finishing Co	Hartford	Gorn Electric Co	Stamford
		National Sheradizing & Machine Co	Hartford	Minute Minders	
		Waterbury Plating Company	Waterbury	Lux Clock Mfg Co The	Waterbury
		Mixing Equipment		Mirror Rosettes and Hangers	
		Eastern Industries Inc	New Haven	Waterbury Companies Inc	Waterbury
		Gahb Special Products Div The E Horton & Son Co	Windsor Locks (Advt.)		

I T ' S M A D E I N C O N N E C T I C U T

Model Work	
B & N Tool & Engineering Co (instruments and timing devices)	Oakville
Mops	
Fuller Brush Co The	Hartford
Motor Control Centers	
Distribution Assemblies Department, Electric Co	General Plainville
Motor-Generator Sets	
Electric Specialty Co	Stamford
Motors—Electric Timing	
Cramer Co Inc The R W	Centerbrook
Motors—Synchronous	
Cramer Co Inc The R W	Centerbrook
Electric Specialty Co	Stamford
Moulded Plastic Products	
Butterfield Inc T F	Naugatuck
Colt's Manufacturing Company	Hartford
Patent Button Co The	Waterbury
Waterbury Companies Inc	Waterbury
Watertown Mfg Co The	117 Echo Lake Road Watertown
Mouldings	
Himmel Brothers Co The (architectural, metal and store front)	Hamden
Moulds	
ABA Tool & Die Co	Manchester
Hoggson & Pettis Mfg Co The (steel)	114 Brewery St New Haven
Parker Stamp Works Inc The (compression injection & transfer for plastics)	Hartford
Napper Clothing	
Standard Card Clothing Co The (for textile mills)	Stafford Springs
Nettings	
Wilcox Lace Corp The	Middletown
Newspaper Mats	
Lockwood Sons Inc Wm H	Wartford
Nickel Anodes	
Apothecaries Hall Co	Waterbury
Nickel Silver	
American Brass Company The	Waterbury
Bridgeport Brass Company	Bridgeport
Plume & Atwood Mfg Co The	Thomaston
Seymour Mfg Co The	Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip)	New Haven
Nickel Silver Ingot	
Whipple and Choate Company The	Bridgeport
Night Latches	
Sargent & Company	New Haven
Yale & Towne Mfg Co Inc	Stamford
Non-ferrous Metal Castings	
Miller Company The	Meriden
Charles Parker Co	Meriden
Nuts, Bolts and Washers	
Clark Brothers Bolt Co	Milldale
Office Equipment	
Pitney-Bowes Inc	Stamford
Underwood Corporation	Bridgeport & Hartford
Offset Printing	
Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford
Oil Burners	
Miller Company The (domestic)	Meriden
Peabody Engineering Corp (Mechanical and/or Steam Atomizer)	Stamford
Silent Glow Oil Burner Corp The	1477 Park St Hartford
Oil Tanks	
Norwalk Tank Co The (\$50 to 30M gals, underwriters above and under ground)	South Norwalk
Whitlock Manufacturing Co The	Hartford
Oils—Cutting	
Anderson Oil Co Inc F E	Portland
Open Knife Switches and Accessories	
Trumbull Components Department, Electric Co	General Plainville
Optical Cores & Ingots	
Plume & Atwood Mfg Co The	Thomaston
Otis Woven Awning Stripes	
The Falls Company	Norwich
Oven Brazing	
Sight Light Div The American Machine & Foundry Co	Deep River
Ovens—Electric	
Bauer & Company Inc	Hartford
Overhead Garage Doors	
Wallingford Planing Mill Co Inc	Yalesville
Package Sealers	
Better Packages Inc	Shelton
Packaging Machinery	
Colt's Manufacturing Company (box making machinery, Trade mark "Rite Size")	Hartford
Packaging & Packing	
Mercer & Stewart Co The	Hartford
Packing	
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre)	Middletown
Raybestos Division of Raybestos-Manhattan Inc (Asbestos and Rubber Sheet)	Bridgeport
Padlocks	
Sargent & Company	New Haven
Waterbury Lock & Specialty Co The	Milford
Yale & Towne Mfg Co Inc	Stamford
Pads—Office	
The Baker Goodyear Company	New Haven
Paints and Enamels	
Staminate Corp The	New Haven
Panelboards—Lighting and Distribution	
Distribution Assemblies Department, Electric Co	General Plainville
Panelyte	
Leed Co The H A	Hamden
Panta	
Moore Special Tool Co (crush wheel dresser)	Bridgeport
Paperboard	
Federal Paper Board Co Inc	Montville, New Haven & Versailles
Gair Company Inc Robert	Montville
Robertson Paper Box Co	Montville
New Haven Pulp and Board Co The	New Haven
Paper Box—Partitions	
American Rondo Corporation (specialty partitions)	Hamden
Paper Boxes	
Atlantic Carton Corp (folding)	Norwich
National Folding Box Co Div Federal Paper Board Co Inc (folding)	New Haven & Versailles
New Haven Board and Carton Co The	New Haven
Mills Inc H J	Bristol
Robertson Paper Box Co (folding)	Montville
Paper Boxes—Folding and Setup	
Bridgeport Paper Box Company	Bridgeport
M Backs' Sons Inc	Wallingford
Paper Clips	
H C Cook Co The (steel) 32 Beaver St	Ansonia
Paper Mill Machinery	
Farrel-Birmingham Company Inc	Ansonia
Paper Tubes and Cores	
Sonoco Products Co (Climax-Lowell) Div	Mystic
Parachute Cord	
Essex Mills Inc	Easex
Parallel Tubes	
Sonoco Products Co (Climax-Lowell) Div	Mystic
Parkerizing	
Clairglow Mfg Company	Portland
Parking Meters	
Rhodes Inc M H	Hartford
Parts	
Seovill Manufacturing Company (ammunition, electric instrument, electrical appliance, fountain pen, instrument, lighting fixture, ordance, etc.—blanked, stamped, formed, drawn, re-drawn, forged, screw machined, headed, pointed, finished)	Waterbury
Passenger Car Sander	
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Meriden
Pattern-Makers	
Farrel-Birmingham Company Inc	Ansonia
Penlights	
Bridgeport Metal Goods Mfg Co	Bridgeport
Pet Furnishings	
Andrew B Hendrix Co The	New Haven
Phosphor Bronze	
American Brass Company The	Waterbury
Bridgeport Brass Company	Bridgeport
Miller Company The (sheets, strips, rolls)	Meriden
Seymour Mfg Co The	Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip)	New Haven
Phosphor Bronze Ingots	
Whipple and Choate Company The	Bridgeport
Photo Engraving	
Wilcox Photo Engraving Co Inc	New Haven
Photoflash Batteries	
Electrical Div Olin Mathieson Chemical Corp	New Haven
Photographic Equipment	
Electrical Div Olin Mathieson Chemical Corp	New Haven
Kalart Company Inc	Plainville
Piano Repairs	
Pratt Read & Co Inc (keys and action)	Ivoryton
Piano Supplies	
Pratt Read & Co (keys and actions, backs, plates)	Ivoryton
Pins	
CEM Company ("Spirol")	Danielson
Pin Up Lamps	
Verplex Company The	Essex
Pipe	
American Brass Co The (brass and copper)	Waterbury
Bridgeport Brass Co (brass and Copper)	Bridgeport
Chase Brass & Copper Co (red brass and copper)	Waterbury
Howard Co (cement well and chimney)	New Haven
Pipe Fitters Hand Tools & Pipe Threading Machines	
Capewell Manufacturing Company	Hartford
Pipe Fittings	
Corley Co Inc	Plainville
Malleable Iron Fittings Co	Branford
Pipe Plugs	
Holo-Krome Screw Corporation The (counter-sunk)	West Hartford
Pipe Plugs—Socketed	
Holo-Krome Screw Corp The	West Hartford
Plastic Coatings	
Bischoff Chemical Corporation (Peelable Plastic Coatings)	Ivoryton
Plastic Bottles	
Plax Corporation	Bloomfield
Plastic Buttons	
Frank Parizek Manufacturing Co The	West Willington
Patent Button Co The	Waterbury
Plastic Film & Sheet Materials	
Plax Corporation	Bloomfield
Plastic Gems	
Colt's Manufacturing Company	Hartford
Plastic Lining Equipment	
Comco Inc Div of Enthone Inc	New Haven
Plastic Materials	
American Cyanamid Co (Molding Compounds, Adhesives, Laminating Resins)	Wallingford
Plastic Pipe and Fittings	
Comco Inc Div of Enthone Inc	New Haven
Plastic Molders	
Plastic Molding Corporation	Sandy Hook
Plastic Molding	
Butterfield, Inc T F	Naugatuck
U S Plastic Molding Corporation	Wallingford
Plastic—Moulders	
Colt's Manufacturing Company	Hartford
Conn Plastics	Waterbury
Waterbury Companies Inc	Waterbury
Watertown Mfg Co The	Watertown
Plastic Printing Plates	
Lockwood Sons Inc Wm H	Hartford
Plastic Wire Coating Materials	
Electronic Rubber Co	Stamford
Plastics	
B F Goodrich Sponge Products Division, Shelton	Shelton
Humphrey Fabricating Corp (laminated, fabricated parts)	Unionville
Naugatuck Chemical Division	Unitel States
Rubber Co	Naugatuck (Adv.)

IT'S MADE IN CONNECTICUT

Plastics Machinery		Presses—Molding		Reduction Gears	
Black Rock Mfg Company The	Bridgeport	Standard Machinery Co The (compression and transfer molding, automatic and semi-automatic)	Mystic	Farrel-Birmingham Company Inc	Ansonia
Farrel-Birmingham Company Inc	Ansonia			Snow-Nabstedt Gear Corp The	New Haven
Plastics Plated—Gold & Silver		Presses—Power		Refractories	
Donham Craft Inc	Thomaston	Pneumatic Applications Co The (modernization of presses through conversion to Wichita Air Clutch operation)	Simsbury	Howard Company	New Haven
Plastics—Moulds & Dies		Waterbury Farrel Foundry & Machine Co The	Waterbury	Mullite Refractories Company The	Shelton
Crown Tool & Die Co Inc	Bridgeport			Refrigeration	
Parker Stamp Works Inc The (for plastics)	Hartford			Bowser Technical Refrigeration Div	Bowser
				Inc (high altitude, low temperature)	Terryville
Plasticrete Bloc		Pressure Vessels		Bush Manufacturing Co The	West Hartford
Plasticrete Corp	Hamden	Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70)	South Norwalk	Regulators	
Platers		Whitlock Manufacturing Co The	Hartford	Norwalk Valve Company (for gas and air)	South Norwalk
Acme Chromium Plating Co	New Haven			Sorensen & Company Inc	Stamford
Christie Plating Co	Groton	Printing		Research & Development	
City Plating Works	Bridgeport	Bussmann Press Inc	New Haven	Raymond Engineering Laboratories (Electro-Mechanical)	Middletown
Patent Button Co The	Waterbury	Case Lockwood & Brainard A Division of Connecticut Printers Inc	Hartford		
Waterbury Plating Company	Waterbury	Finlay Brothers	Hartford	Resistance Wire	
Chromium Process Company The (Plating only)	Derby	Heminway Corporation The	Waterbury	C O Jelliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum)	Southport
Platers' Equipment		Hildreth Press	Bristol	Kanthal Corporation The	Stamford
Apothecaries Hall Company	Waterbury	Hunter Press	Hartford		
Comco Inc Div of Enthone Inc	New Haven	Lehman Brothers Inc	New Haven	Respirators	
Foy Electro-Chemical Co	Ansonia	Taylor & Greenough Co The	Wethersfield	American Optical Company	Safety Products
Lea Manufacturing Co The	Waterbury	T B Simonds Inc	Hartford	Division	Putnam
MacDermid Incorporated	Waterbury	A D Steinbach & Sons	New Haven	Retainers	
		The Walker-Rackliff Company	New Haven	Hartford Steel Ball Co The (bicycle & automotive)	Hartford
Platers Metal				Riveting Machines	
Plume & Atwood Mfg Co The	Thomaston	Printing Machinery		Grant Mfg & Machine Co The	Bridgeport
Plating		Banthin Engineering Co (automatic)	Bridgeport	Ripley Company Inc	Middletown
Christie Plating Co The (including lead plating)	Groton	Thomas W Hall Company	Stamford	H P Townsend Manufacturing Co The	Elmwood
City Plating Works Inc	Bridgeport			Rivets	
Conn Metal Finishing Co	Hamden	Printing Plates		Blake & Johnson Co The (brass, copper and non-ferrous)	Waterville
Superior Plating Co	Bridgeport	Lockwood Sons Inc Wm H	Hartford	Clark Brothers Bolt Co	Milldale
Plating on Metals & Plastics		Printing Rollers		Plume & Atwood Mfg Co The	Thomaston
Donham Craft Inc	Thomaston	Chambers-Storck Company Inc The (engraved)	Norwich	Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper)	Bridgeport
Plating Processes and Supplies				Raybestos Div of Raybestos-Manhattan Inc The (iron)	Bridgeport
Enthone Inc	New Haven	Production Control Equipment		Rods	
United Chromium Incorporated	Waterbury	Ripley Company Inc	Middletown	American Brass Company The (copper, brass, bronze)	Waterbury
Plumbers' Brass Goods		Profilers		Bridgeport Brass Company	Bridgeport
Bridgeport Brass Co	Bridgeport	Pratt & Whitney Co Inc	West Hartford	Bristol Brass Corp The (brass and bronze)	Bristol
Keeney Mfg Co The (special bends)	Newington			Scovill Manufacturing Company (aluminum, brass, bronze, etc.)	Waterbury
Scovill Manufacturing Company	Waterbury 48	Propellers—Aircraft		Rollers—Bituminous Paving	
Plumbing Specialties		Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment)	Windsor Locks	Gabb Special Products Div E Horton & Son Company	Windsor Locks
Risdon Manufacturing Co John M Russell Div	Naugatuck	Protective Coatings		Roller Skate Wheels	
Pneumatic Machinery		Bischoff Chemical Corporation (Peelable Plastic Coatings)	Ivoryton	Raybestos Division of Raybestos-Manhattan Inc	Bridgeport
Bourne Tool & Die Co (built, designed & tooled)	Watertown	Harrison Company The A S (Waxes)	South Norwalk	Roller Skates	
Pole Line Hardware				Arms and Ammunition Div Olin Mathieson Chemical Corp	New Haven
Malleable Iron Fittings Co	Branford	Publishers		Rolling Mills & Equipment	
Police Equipment		O'Toole & Sons Inc The	Stamford	Farrel-Birmingham Company Inc	Ansonia
The Smith-Worthington Saddlery Co	Hartford	Pumps		Fenn Mfg Co The	Newington
Polishing		Yale & Towne Mfg Co The	Stamford	Precision Methods & Machines Inc	
Mirror Polishing & Buffing Co	Waterbury	Pumps—Small Industrial		Waterbury Farrel Foundry & Machine Co The	Waterbury
Polishing & Buffing		Eastern Industries Inc	New Haven		
General Polishing & Buffing	Bridgeport	Pump Valves		Rolls	
Poly Chokes		Colt's Manufacturing Company	Hartford	Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)	Ansonia
Poly Choke Company The (a shotgun choking device)	Tariffville	Punches		Rope Wire	
Postage Meters		Hoggson & Pettis Mfg Co The (ticket & cloth)	New Haven	B F Goodrich Sponge Products Division	Shelton
Pitney Bowes Inc	Stamford	141 Brewery St	New Haven	Rubber—Cellular	
Potentiometers—Electronic		Putty Softeners—Electrical			
Bristol Company The	Waterbury	Fletcher Terry Co The	Box 415 Forestville	Rubber Chemicals	
Precision Electronic Chassis		Pyrometers		Naugatuck Chemical Division	United States
Saybrook Manufacturing Inc	Old Saybrook	Bristol Co The (recording and controlling)	Waterbury	Rubber Co	Naugatuck
Precision Machine Tool Spindles		Radiation—Finned Copper		Stamford Rubber Supply Co The ("Factice")	Stamford
Whitton Manufacturing Co (for milling, grinding, boring & drilling)	Farmington	Bush Manufacturing Co	West Hartford	Rubber Cutting Machinery	
Precision Manufacturing		G & O Manufacturing Company The	New Haven	Black Rock Mfg Company The	Bridgeport
Newton Co The (aircraft parts)	Manchester	Vulcan Radiator Co The (steel and copper)	Hartford	Rubberized Fabrics	
Precision Revolving Machinery		Radiators—Engine Cooling		Duro-Gloss Rubber Co The	New Haven
Whitton Manufacturing Co	Farmington	G & O Manufacturing Co	New Haven	Rubber Footwear	
Precision Springs & Wire Forms		Radiographic Inspection		Goodyear Rubber Co The	Middletown
Rowley Spring Co Inc The	Bristol	State Testing Laboratory	Bridgeport	Rubber Gloves	
Prefabricated Buildings		Ratchet Offset Screw Driver		Seamless Rubber Company The	New Haven
City Lumber of Bridgeport Inc The	Bridgeport	Chapman Co J W	Durham	Rubber—Handmade Specialties	
Premium Specialties		Rayon Staple Fiber		Seamless Rubber Company The	New Haven (Advt.)
Waterbury Companies Inc	Waterbury	Hartford Rayon Corp The	Rocky Hill		
Preservatives—Wood, Rope, Fabric		Reamers			
Darworth Incorporated ("Cuprinol")	Simsbury	Pratt & Whitney Co Inc (All types)	West Hartford		
Press Papers		Recorders			
Case Brothers Inc	Manchester	Bristol Co The (automatic controllers, temperature, pressure, flow, humidity)	Waterbury		
Presses					
Farrel-Birmingham Company Inc (Hydraulic)	Ansonia				

I T ' S M A D E I N C O N N E C T I C U T

Rubber Latex Compounds and Dispersions
Nautaguck Chemical Division United States
Rubber Co (coating, impregnating and adhesive compounds) Nautaguck

Rubber-Latex Foam
B F Goodrich Sponge Products Division Shelton

Rubber Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Rubber-Molded Specialties
Airex Rubber Prod Corp Portland
Canfield Co The H O Bridgeport
Seamless Rubber Company The New Haven

Rubber Products
Airex Rubber Prod Corp Portland

Rubber Printing Plates
Lockwood Sons Inc Wm H Hartford

Rubber Products-Mechanical
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown
Canfield Co The H O Bridgeport
Seamless Rubber Company The New Haven

Rubber-Reclaimed
Nautaguck Chemical Division United States
Rubber Co Nautaguck

Rubbers
Nautaguck Chemical Div U S Rubber Co (special synthetic) Nautaguck

Rubbish Burners
John P Smith Co The 423-33 Chapel St New Haven

Rust Preventives
Anderson Oil Co Inc F E Portland
Enthone Inc New Haven

Rust Removers
Enthone Inc New Haven

Saddlery
The Smith-Worthington Saddlery Co Hartford

Safety Clothing
American Optical Company Safety Products Division Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating) Simsbury

Safety Gloves and Mittens
American Optical Company Safety Products Division Putnam

Safety Goggles
American Optical Company Safety Products Division Putnam

Safety Switches
Trumbull Components Department, General Electric Co Plainville

Saw Blades-Hack
Capewell Mfg Co The Hartford

Saw Blades-Hack & Band
Thompson & Son Co The Henry G. New Haven

Saw-Hole
Capewell Manufacturing Company Hartford

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven

Scissors
Thompson & Son Co The Henry G. New Haven

Screens
Acme Shear Company The Bridgeport

Screw Caps
Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

Screw Machines
Weimann Bros Mfg Co The (small for bottles) Derby

Screw Machine Products
H P Townsend Mfg Company The Elmwood

Screw Machine Products
Accurate Screw Products Inc (B & S Swiss & Davenport) Southington

Screw Machine Products
Apex Tool Co Inc The Bridgeport

Screw Machine Products
Auto Electric Screw Machine Co Inc Bridgeport

Screw Machine Products
Blake & Johnson Co The West Cheshire

Screw Machine Products
Dependable Automatic Screw Co Waterbury

Screw Machine Products
Eastern Machine Screw Corp The New Haven

Screw Machine Products
Truman & Barclay Sts New Haven

Screw Machine Products
Fairchild Screw Products Inc Winsted

Screw Machine Products
Franklin Screw Machine Co The (up to 1 1/2" capacity) Hartford

Screw Machine Products
Garthwait Mfg Co A E (up to and incl 1/2") Waterbury

Screw Machine Products
Greist Mfg Co The (Up to 1 1/2" capacity) New Haven

Screw Machine Products
Horberg Grinding Industries Inc (Heat treated and ground type only) Bridgeport

Screw Machine Products
19 Staples Street Forestville

Screw Machine Products
Humason Mfg Co The Bridgeport

Screw Machine Products
Hunt Mfg Co Bridgeport

Screw Machine Products
Junior Screw Machine Products Inc West Haven

Screw Machine Products (Cont.)

Lowe Mfg Co The Wethersfield

Main Screw Machine Products (davenport & Meriden Precision Screw Products Co Waterbury

National Automatic Products Company The Berlin

Nelson's Screw Machine Products Plantsville

New Britain Machine Company The New Britain

New Haven Screw Machine Prods Inc (up to 1 1/2" capacity) Milford

Olson Brothers Company (up to 3/4" capacity) Plainville

Olson & Sons R P Southington

Peck Spring Co The Plainville

Plume & Atwood Mfg Co The Thomaston

Scovill Manufacturing Company Waterbury 91

United Screw Machine Co The Thomaston

Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport) Waterbury

Screw Machine Tools
American Cam Company Inc (Circular Form Tools) Hartford

Pratt & Whitney Co Inc (Reamers, Taps, Dies, Blades and Knurls) West Hartford

Somma Tool Co (precision circular form tools) Waterbury

Screws
American Screw Company Willimantic

Atlantic Screw Works (wood) Hartford

Blake & Johnson Co The (machine and wood) Waterville

Bristol Company The (socket set and socket cap screws) Waterbury

Clark Brothers Bolt Co Middale

Eagle Lock Co The Terryville

Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford

Scovill Manufacturing Company Waterbury 91

Superior Manufacturing Co The Winsted

Screws-Socket
Allen Manufacturing Company The Hartford

Bristol Co The Waterbury

Holo-Krome Screw Corp The West Hartford

Sealing Tape Machines
Better Packages Inc Shelton

Service Entrance Equipment
Trumbull Components Department, General Electric Co Plainville

Sewing Machines
Greist Mfg Co The (Sewing Machine attachments) 303 Blake St New Haven

Morrow Machine Co The (Industrial) Hartford

Singer Manufacturing Company The (Industrial) Bridgeport

Shaving Soaps
J B Williams Co The Glastonbury

Shears
Acme Shear Co The (household) Bridgeport

Sheet Metal Products
American Brass Co The (brass and copper) Waterbury

Dresser Products Inc Canaan

Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham

Charles Parker Co (sheet metal fabricators) Meriden

Parsons Co Inc W A (fabricators) Durham

Plume & Atwood Mfg Co The Thomaston

United Manufacturing Co Division of The W L Maxson Corp Hamden

Sheet Metal Stampings
American Brass Company The Waterbury

American Buckle Co The West Haven

DooVal Tool & Mfg Inc The Nautaguck

Dresser Products Inc Canaan

J H Sessions & Son Bristol

Patent Button Co The Waterbury

Plume & Atwood Mfg Co The Thomaston

Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys) Waterbury

Shell Cores
Victors Brass Foundry Inc Guilford

Shell Molding
Victors Brass Foundry Inc Guilford

Shells
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver—drawn, stamped—electric socket, screw) Waterbury

Wolcott Tool and Manufacturing Company Inc Waterbury

Shipment Sealers
Better Packages Inc Shelton

Showcase Lighting Equipment
Wiremold Company The Hartford

Signals
H C Cook Co The (for card files) Ansonia

32 Beaver St

Signs

Berger Sign Co (neon electric-porcelain enamel-stainless steel) Hartford

Silk Screen Process Printing
Norton Co B H New Haven

Silk Screen Printing
Sirocco Screenprints New Haven

Silk Screening on Metal
Merriam Mfg Co (Displays and Specialties, to order) Darham

Silver & Gold Plating
Donham Craft Inc (on metals & plastics) Thomaston

Simulators
Reflectone Corporation The Stamford

Sintered Metal Products
Raybestos Division of Raybestos-Manhattan Inc Bridgeport

Sizing and Finishing Compounds
American Cyanamid Company Waterbury

Slide Fasteners
G E Prentice Mfg Co The Kensington

North & Judd Manufacturing Co New Britain

Scovill Manufacturing Company (GRIPPER zippers) Waterbury

Slings
American Steel & Wire Div of U. S. Steel New Haven

Smoke Stacks
Bigelow Company The (steel) New Haven

Norwalk Tank Co The South Norwalk

Snap Fasteners
Scovill Manufacturing Company (GRIPPER snap fasteners) Waterbury

Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Special Machinery
Banthin Engineering Company (complete and/or parts) Bridgeport

Boesch Mfg Co Inc Danbury

Black Rock Mfg Company The Bridgeport

Farrel-Birmingham Company Inc Ansonia

Federal Machine & Tool Co Bristol

Fenn Mfg Co The Newington

Hartford Special Machinery Co The Hartford

H P Townsend Mfg Company The Elmwood

National Sheradizing & Machine Co (mandrels & stock shells for rubber industry) Hartford

Swan Tool & Machine Co The Hartford

Special Parts
Fenn Mfg Co The Newington

Greist Mfg Co The (small machines, especially precision stampings) New Haven

J H Sessions & Son Bristol

Spinnings
Gray Manufacturing Company The Hartford

Spline Milling Machines
Townsend Mfg Co The H P Elmwood

Sponge Rubber
B F Goodrich Sponge Products Division Shelton

Spotwelding
Spotwelders Inc (aluminum, steel, magnesium, titanium & alloys) Stratford

Spray Painting Equipment and Supplies
Lea Manufacturing Co The Waterbury

Spring Coiling Machines
Torrington Manufacturing Co The Torrington

Spring Presses
Townsend Mfg Co The H P Elmwood

Spring Units
Owen Silent Spring Division American Chain & Cable Company Inc Bridgeport

Spring Washers
Barnes Co The Wallace Div Associated Spring Corp Bristol

Springs-Coll & Flat
Barnes Co The Wallace Div Associated Spring Corp Bristol

Barrett Co William L Bristol

Bristol Spring Manufacturing Co Plainville

Foursome Manufacturing Co Bristol

Humason Mfg Co The Forestville

Newcomb Spring Corp The Southington

New England Spring Manufacturing Company Unionville

Peck Spring Co The Plainville

Springs-Flat
Barnes Co The Wallace Div Associated Spring Corp

Bristol Spring Manufacturing Co Plainville

Foursome Manufacturing Co Bristol

Humason Mfg Co The Forestville

Springs-Furniture
Owen Silent Spring Division American Chain & Cable Company Inc Bridgeport

(Advt.)

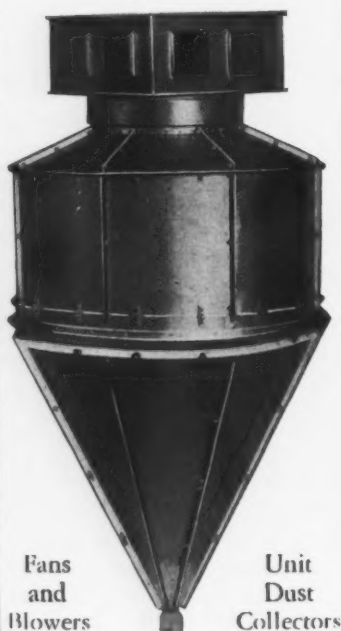
Spring—Wire	
Barnes Co The Wallace Div Associated Spring Corp	Bristol
Bristol Spring Manufacturing Co	Plainville
Colonial Spring Corporation The	Hartford
Connecticut Spring Corporation The (compression, extension, torsion)	Hartford
Foursome Manufacturing Co	Bristol
Humason Mfg Co The	Forestville
D R Templeman Co (coil and torsion)	Plainville
J W Bernston Company (coil and torsion)	Plainville
Newcomb Spring Corp The	Southington
Spring, Wire & Flat	
Autoyre Company The	Oakville
Sprinklers	
Scovill Manufacturing Company (GREEN SPOT)	Waterbury
Stamped Metal Products	
American Brass Company The	Waterbury
Stampings	
C & H Mfg Co Inc	Watertown
Donahue Mfg Co Inc	Watertown
DooVal Tool & Mfg Inc The	Naugatuck
Foursome Manufacturing Co	Bristol
Plume & Atwood Mfg Co The (small)	Thomaston
Saybrook Manufacturing Inc	Old Saybrook
Scovill Manufacturing Company aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys—automotive, electrical, radio, etc.—deep drawn, enameled)	Waterbury
Stanley Pressed Metal	New Britain
Stampings—Small	
Acme Shear Co The	Bridgeport
Barnes Co The Wallace Div Associated Spring Corp	Bristol
Barrett Co William L	Bristol
Bristol Spring Manufacturing Co	Plainville
Greist Manufacturing Co The	New Haven
Humason Mfg Co The	Forestville
Stamps	
Hoggson & Pettis Mfg Co The (steel)	New Haven
141 Brewery St	New Haven
Parker Stamp Works Inc The (steel)	Hartford
Stationery Specialties	
American Brass Company The	Waterbury
Steel	
Stanley Works The (cold rolled strip)	New Britain
Steel Castings	
Farrel-Birmingham Company Inc	Ansonia
Hartford Electric Steel Corp The (Carbon, low alloy and stainless steel and Ductile iron)	Hartford
Malleable Iron Fittings Co	Branford
Nutmeg Crucible Steel Co	Branford
Steel—Cold Rolled Spring	
Barnes Co The Wallace Div Associated Spring Corp	Bristol
Steel—Cold Rolled Stainless	
Ulbrich Stainless Steels	Wallingford
Wallingford Steel Company	Wallingford
Steel—Cold Rolled Strip and Sheets	
American Steel & Wire Div of U S Steel	New Haven
Detroit Steel Corporation	New Haven
Wallingford Steel Company	Wallingford
Steel Goods	
Merriam Mfg Co (sheets products to order)	
Steel—Ground Flat Stock	
Thompson & Son Co The Henry G.	New Haven
Steel—Hot Rolled Strip	
Northeastern Steel Corp	Bridgeport
Steel Rolling Rules	
Waterbury Lock & Specialty Co The	Milford
Steel Strapping	
Stanley Works The	New Britain
Stereotypes	
New Haven Electrotype Div Electrographic Corp	New Haven
Stop Clocks, Electric	
H C Thompson Clock Co The	Bristol
Storage Batteries	
R A E Storage Battery Mfg Co	Glastonbury
Straps, Leather	
Auburn Manufacturing Company The (textile, industrial, skate, carriage)	Middletown
Structural Mouldings	
Leed Co The H A	Hamden
Studio Couches	
Waterbury Mattress Co	Waterbury
Super Refractories	
Mullite Refractories Company The	Shelton
Surface Metal Raceway & Fittings	
Wiremold Company The	Hartford
Surgical Dressings	
Acme Cotton Products Co Inc	East Killingly
Seamless Rubber Company The	New Haven
Surgical Rubber Goods	
Seamless Rubber Company The	New Haven
Swaging Machinery	
Fenn Mfg Co The	Newington
Switchboards	
Distribution Assemblies Department, General Electric Co	Plainville
Switchboards Wire and Cables	
Rockbestos Products Corp (asbestos insulated)	New Haven
Switches—Electric	
General Electric Company	Bridgeport
Synthetic Resins	
American Cyanamid Co (Textile Resins, Paper Resins)	Waterbury
Tabulating Equipment—Manual	
Denominator Company Inc	Woodbury
Veeder-Root Incorporated	Hartford
Tanks	
Bigelow Company The (steel)	New Haven
Comco Inc Div of Enthone Inc (steel, alloy and lined)	New Haven
Connecticut Welders Inc (steel, alloy & lined)	Wallingford
Foy Electro-Chemical Co (Metal & Plastic)	Ansonia
Norwalk Tank Co The	South Norwalk
Rolock Inc (Alloy)	Fairfield
Storts Welding Company (steel and alloy)	Meriden
Tap Extractors	
Walton Company The	West Hartford
Tape	
Russell Manufacturing Company The (woven cotton and woven glass tape)	Middletown
Tapes—Industrial Pressure Sensitive	
Seamless Rubber Company The	New Haven
Tape Recorders	
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Meriden
Tape Recorder Magazines	
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Meriden
Taps	
Pratt & Whitney Co Inc	West Hartford
Tarred Lines	
Brownell & Co Inc	Moodus
Telemetering Instruments	
Bristol Co The	Waterbury
Telephone Answering & Recording Machines	
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Meriden
Television—Radio	
Junior Screw Machine Products Inc	West Haven
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McNeal J D	New Haven
Testers—Insulation Wire & Cable	
Davis Electric Company	Wallingford
Testers—Non-Destructive	
Sperry Products Inc	Danbury
Textile Machinery	
Marrow Machine Co The	Hartford
2814 Laurel St	
Textile Printing Gums	
Polymer Industries Inc	Springdale
Textile Processors	
American Dyeing Corporation (rayon, acetate, nylon, dacron, other synthetics)	Rockville
Thermometers	
Bristol Co The (recording and automatic control)	Waterbury
Manning Maxwell & Moore Inc	Stratford
Thin Gauge Metals	
Plume & Atwood Mfg Co The	Thomaston
Thinsheet Metals Co The (plain or tinned in rolls)	Waterbury
Thread	
American Thread Co The	Willimantic
Belding Heminway Corticelli	Putnam
Max Pollack & Co Inc	Groton and Willimantic
Wm Johl Manufacturing Co	Mystic
Thread Chasers	
Geometric Tool Division, Greenfield Tap & Die Corp	New Haven
Thread Gages	
Pratt & Whitney Co Inc	West Hartford
Thread Milling Machines	
Pratt & Whitney Co Inc	West Hartford
Thread Rolling Machinery	
Hartford Special Machinery Co The	Hartford
Threading Machines	
Grant Mfg & Machine Co The (double and automatic)	Bridgeport
Timers, Interval	
A W Haydon Co The	Waterbury
H C Thompson Clock Co The	Bristol
R W Cramer Company Inc The	Centerbrook
Rhodes Inc M H	Hartford
Timing Devices	
B & N Tool & Engineering Co (development and model work)	Oakville
R W Cramer Company Inc The	Centerbrook
A W Haydon Co The	Waterbury
Lux Clock Manufacturing Company	Waterbury
Rhodes Inc M H	Hartford
Seth Thomas Clocks	Thomaston
United States Time Corporation The	Waterbury
Timing Devices & Time Switches	
A W Haydon Co The	Waterbury
Lux Clock Manufacturing Company	Waterbury
M H Rhodes Inc	Hartford
Tinning	
Thinsheet Metals Co The (non-ferrous metals in rolls)	Waterbury
Wilcox-Crittenden Div North & Judd Mfg Co	Middletown
Tokens	
Scovill Manufacturing Company (bus, street car and subway fare)	Waterbury
Tool Bits	
Thompson & Son Co The Henry C	New Haven
Tool Chests	
Vanderman Manufacturing Co The	Willimantic
Tool Hardening	
Commercial Metal Treating Co	Bridgeport
Tools	
B & N Tool & Engineering Co (dies, jigs, fixtures, sub-press and progressive)	Oakville
Hoggson & Pettis Mfg Co The (rubber workers)	New Haven
141 Brewery St	
Tools & Dies	
C & H Mfg Co Inc	Watertown
Lamlro Tool-Die & Mfg Co	Bridgeport
Metropolitan Tool & Die	Hartford
Moore Special Tool Co	Bridgeport
Swan Tool & Machine Co The	Hartford
Tools, Dies & Fixtures	
Greist Mfg Co The	New Haven
Tools, Dies, Jigs & Fixtures	
Lyons Tool & Die (modelwork, jig boring)	Meriden
O.S.A. Manufacturing Co	Plainville
Otterbein Co J A	Middletown
Riverside Mfg Co Inc The	New Haven
Telke Tool & Die Mfg Co	New Britain
Tools, Fixtures, Gauges	
Fredericks Tool Co J F	West Hartford
Toroidal Winding Machines	
Boesch Mfg Co Inc	Danbury
Totalizers	
Reflectone Corporation The	Stamford
Toys	
Geo S Scott Mfg Co The	Wallingford
Gilbert Co The A C	New Haven
Gong Bell Co The	East Hampton
N N Hill Brass Co The	East Hampton
Waterbury Companies Inc	Waterbury
Tramways	
American Steel & Wire Div of U S Steel	New Haven
Transformers	
Berkshire Transformer Corp The	New Milford
Dano Electric Company	Winsted
Trucks—Commercial	
Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies)	Bridgeport
Trucks—Industrial	
George P Clark Co	Windsor Locks
Truck—Lift	
Excelsior Hardware Co The	Stamford
George P Clark Co	Windsor Locks
Trucks—Skid Platforms	
Excelsior Hardware Co The (lift)	Stamford
Tube Bending	
Donahue Mfg Co Inc	Watertown
Tube Clips	
H C Cook Co The (for collapsible tubes)	Ansonia
32 Beaver St	
Weimann Bros Mfg Co The (for collapsible tubes)	Derby
Tube Fittings	
Scovill Manufacturing Company (UNIFLARE flared tube and LOXIT compression tube)	Waterbury
Tubers	
Standard Machinery Co The (tubers for both rubber and plastic industries)	Mystic
Tubes—Collapsible Metal	
Sheffield Tube Corp The	New London (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Tubing	
American Brass Co The (brass and copper)	Waterbury
Bridgeport Brass Company (brass and copper)	Bridgeport
G & O Manufacturing Co (finned)	New Haven
Scoville Manufacturing Company (Brass and Copper)	Waterbury 91
Tubing—Flexible Metallic	
American Brass Co Metal Hose	Waterbury
Tubing—Heat Exchanger	
American Brass Company The	Waterbury
Scovill Manufacturing Company	Waterbury 91
Tumbling Barrels	
Henderson Bros Co The	Waterbury
Tumbling Equipment & Supplies	
Esbec Barrel Finishing Corp	Beyram
Foy Electro-Chemical Co	Ansonia
Tumbling Service	
Esbec Barrel Finishing Corp	Meriden
Turntables	
Macton Machinery Company Inc (industrial & display)	Stamford
Typewriters	
Royal Typewriter Co Inc	Hartford
Underwood Corporation	Hartford
Typewriters—Portable	
Royal Typewriter Company Inc	Hartford
Underwood Corporation	Hartford
Typewriter Ribbons and Supplies	
Royal Typewriter Company Inc	Hartford
Underwood Corporation	Hartford and Bridgeport
Ultrasonic Processing Equipment	
General Ultrasonics Co The	Hartford
Underclearer Rolls	
Sonoco Products Co (Climax-Lowell Div)	Mystic
Vacuum Bottles and Containers	
American Thermos Bottle Co	Norwich
Vacuum Cleaners	
Electrolux Corporation	Old Greenwich
Spencer Turbine Co The	Hartford
Valve Discs	
Colt's Manufacturing Company	Hartford
Valves—Automobile Tire	
Bridgeport Brass Company	Bridgeport
Valves	
Norwalk Valve Company (sensitive check valves)	South Norwalk
Valves—Aircraft	
Bridgeport Thermostat Div	Robertshaw—
Fulton Controls Co	Milford
Valves—Radiator Air	
Bridgeport Brass Company	Bridgeport
Valves—Relief & Control	
Beaton & Caldwell Mfg Co	New Britain
Valves—Safety & Relief	
Manning Maxwell & Moore Inc	Stratford
Vanity Boxes	
Bridgeport Metal Goods Mfg Co	Bridgeport
Plume & Atwood Manufacturing Co	Thomaston
Scovill Manufacturing Company	Waterbury
Vapor Degreasing Machines	
Foy Electro-Chemical Co (Manual & Automatic)	Ansonia
Varnishes	
Staminate Corp The	New Haven
Vegetable Peelers	
Colt's Manufacturing Company	Hartford
Velvets	
American Velvet Co (owned and operated by A Wimpheimer & Bro Inc)	Stonington
Leiss Velvet Mfg Co Inc The	Willimantic
Venetian Blinds	
Findell Manufacturing Company	Manchester
Jennings Company The S Barry	New Haven
New England Shade & Blind Co Inc	Durham
Venetian Blind Tape	
Russell Manufacturing Company The (woven cotton and woven plastic)	Middletown
Ventilating Equipment	
Foy Electro-Chemical Co	Ansonia
Ventilating Systems	
Colonial Blower Company	Plainville
Vertical Shapers	
Pratt & Whitney Co Inc	West Hartford
Vibrators—Pneumatic	
Brantford Co The (industrial)	New Haven
Vinyl Extrusion & Moulding Compounds	
Electronic Rubber Co	Stamford
Vises	
Charles Parker Co The	Meriden
Fenn Manufacturing Company The (Quick-Action Vises)	Newington
Vanderman Manufacturing Co The (Combination Bench Pipe)	Willimantic
Wall Paper	
Stamford Wall Paper Co Inc	Stamford
Washers	
American Felt Co (felt)	Glenville
Auburn Manufacturing Company The (all materials)	Middletown
Blake & Johnson The (brass, copper & non-ferrous)	Waterville
Clark Brothers Bolt Co	Milldale
Humphrey Fabricating Corp	Unionville
Plume & Atwood Mfg Co The (brass & copper)	Thomaston
J H Rosenbeck Inc	Torrington
Saling Manufacturing Company (made to order)	Unionville
Washers—Felt	
Chas W House & Sons Inc (Mills & Cutting Plant)	Unionville
Watches	
E Ingraham Co The	Bristol
United States Time Corporation The	Waterbury
Water Heaters	
Whitlock Manufacturing Co The (instantaneous & storage)	Hartford
Water Heaters—Electric	
Bauer & Company Inc	Hartford
Water Heaters—Gas or Kerosene	
Holyoke Heater Corp of Conn Inc	Hartford
Waxes	
Harrison Company The A S (and other protective coatings)	South Norwalk
Waxes—Floor	
Fuller Brush Co The	Hartford
Wedges	
Saling Manufacturing Company (hammer & axe)	Unionville
Welding	
Connecticut Welders Inc (fabrication & repairs)	Wallingford
Farrel-Birmingham Company Inc	Ansonia
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals)	New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)	Hartford
Welding—Lead	
Connecticut Welders Inc (tanks & coils)	Wallingford
Storts Welding Company (tanks and fabrication)	Meriden
Welding Rods	
American Brass Company The	Waterbury
Bridgeport Brass Company	Bridgeport
Bristol Brass Co The (brass & bronze)	Bristol
Wells	
Church Co The Stephen B	Seymour
Wheels—Industrial	
George P Clark Co	Windsor Locks
Wicks	
Auburn Manufacturing Company The (felt, asbestos)	Middletown
Holyoke Heater Corp of Conn Inc	Hartford
Wiffle Ball	
Wiffle Ball Inc The	New Haven
Window & Door Guards	
Hartford Wire Works Co The	Hartford
Smith Co The John P	New Haven
Window Shades	
New England Shade & Blind Co Inc	Durham
Wiping Cloths	
Federal Textile Corporation	New Haven
Wire	
American Brass Company The	Waterbury
American Steel & Wire Div of U S Steel	New Haven
Atlantic Wire Co The (steel)	Branford
Bartlett Hair Spring Wire Co The (hair spring)	North Haven
Bridgeport Brass Company (brass and silicon bronze)	Bridgeport
Bristol Brass Corp The (brass & bronze)	Bristol
Driscoll Wire Co The (steel)	Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted
Platt Bros & Co The (zinc wire)	Waterbury
P O Box 1030	Waterbury
Plume & Atwood Mfg Co The (brass, bronze, nickel silver)	Thomaston
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver)	Waterbury 91
Wire and Cable	
General Electric Company (for residential, commercial and industrial applications)	Bridgeport
Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications)	New Haven
Wire Arches & Trellises	
Hartford Wire Works Co The	Hartford
John P Smith Co The	New Haven
423-33 Chapel St	
Wire Baskets	
Wiretex Mfg Inc (Industrial, for acid, heat, treating and degreasing)	Bridgeport
Wire Cloth	
Hartford Wire Works Co The	Hartford
C O Jelliff Mfg Co The (all metal, all meshes)	Southport
Pequot Wire Cloth Co Inc	Norwalk
Rolock Inc (Alloy)	Fairfield
Smith Co The John P	New Haven
Wire Dipping Baskets	
Hartford Wire Works Co The	Hartford
John P Smith Co The	New Haven
423-33 Chapel St	
Wire Drawing Dies	
Waterbury Wire Die Co The	Waterbury
Wire Forming Machinery	
Torrington Manufacturing Company The	Torrington
Wire Formings	
Autoyre Co The	Oakville
G E Prentice Mfg Co The	Kensington
Master Engineering Company	West Cheshire
North & Judd Manufacturing Co	New Britain
Turner & Seymour Manufacturing Co The	Torrington
Verplex Company The	Essex
Wire Forms	
Barnes Co The Wallace Div Associated Spring Corp	Bristol
Bristol Spring Manufacturing Co	Plainville
Colonial Spring Corporation The	Hartford
Connecticut Spring Corporation The	Hartford
Foursome Manufacturing Co	Bristol
Gemco Manufacturing Co Inc	Southington
Humason Mfg Co The	Forestville
New England Spring Mfg Co	Unionville
Templeman Co D R	Plainville
Terryville Manufacturing Co	Terryville
Wire Goods	
American Buckle Co The (overall trimmings)	West Haven
Patent Button Co The	Waterbury
Scovill Manufacturing Company (To Order)	Waterbury 91
Wire Partitions	
Hartford Wire Works Co The	Hartford
John P Smith Co The	New Haven
423-33 Chapel St	
Wire Products	
Clairglow Mfg Company	Portland
Humason Mfg Co The	Forestville
Plume & Atwood Mfg Co The (to order)	Thomaston
Wire Reels	
A H Nilson Mach Co The	Bridgeport
Wire Rings	
American Buckle Co The (pan handles and tinner's trimmings)	West Haven
Humason Mfg Co The	Forestville
Templeman Co D R	Plainville
Wire Rope and Straps	
American Steel & Wire Div of U S Steel	New Haven
Wire—Specialties	
Andrew B Hendryx Co The	New Haven
Wiring Devices	
Harvey Hubbell Inc	Bridgeport
Wiring Harnesses	
Sight Light Div The American Foundry Co	Machine & Deep River
Wood Scrapers	
Fletcher-Terry Co The	Forestville
Woodwork	
C H Dresser & Sons Inc (Mfg all kinds of woodwork)	Hartford
Hartford Builders Finish Co	Hartford
Woven Felts—Wool	
Chas W House & Sons Inc (Mills & Cutting Plant)	Unionville
Yarns	
Aldon Spinning Mills Corporation The (fine-wollen and specialty)	Talcottville
Ensign-Bickford Co The (jute-carpet)	Simsbury
Hartford Spinning Incorporated (Wollen, knitting and weaving yarns)	Unionville
Zinc	
Platt Bros & Co The (ribbon, strip and wire)	Waterbury
P O Box 1030	
Zinc Castings	
Newton-New Haven Co Inc	688 Third Ave West Haven (Advt.)

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Accounting Hints

(Continued from page 50)

be established upon which the rewards for extra-productivity can be paid. In the factory incentives can be based on tangible units of production after they have cleared quality control points. In the office clerical work is not as easily identified and segregated. It may be that the clerical employee in performing the operation does not initiate or alter the document processed. To illustrate: the posting on a distribution journal from an invoice, or a filing or calculating operation. In using an office incentive, therefore, it may be necessary to have the clerk record the counts which determine his own output and his incentive compensation. The presence of an audit function with incentives is sound management. Fortunately the great majority of all employees are of high integrity and this self-recording feature proves to be no problem. However, there is always a small fringe of people who in all phases of human activity require audit and checking.

Advantages of Incentive Plans

An excellent case can be made for using incentive plans and there are companies such as, the Aetna Life Insurance Company, the Atlantic Refining Company, Pitney-Bowes, and the International Nickel Company where such plans have proved to be successful.

One of the most effective arguments to be made for using incentives is to actually watch a group of people working to incentives and to notice the high rate of productivity and the desire to continue on an incentive type work. There is no question in the mind of this writer that individual incentives do raise productivity of individual employees.

There are other definite advantages through reductions in absenteeism and training time requirements. Incentives also reduce turnover by providing stability of personnel on tasks where tight schedules, monotony or repetition would otherwise create employee discomfort.

By rewarding an employee in a sensitive area, his pocketbook, incentives have a forthright appeal and do produce results. Management gains the benefits of this increased productivity

by receiving more value in labor for the same costs in overhead, equipment and supervisory costs.

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